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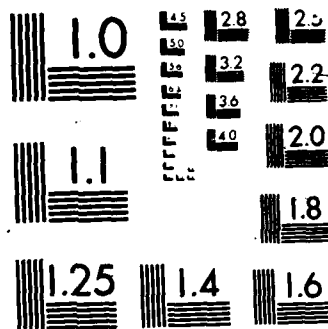
THE SELECTION PROCESS OF US ARMY RECRUITERS

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

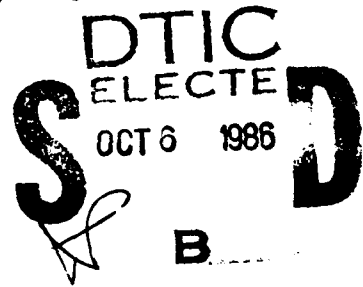## MASTER OF MILITARY ART AND SCIENCE

by

PETTER WENDELBORG, MAJ, NORWAY

B.S. Norwegian Military Academy, 1970
M.S. Norwegian School of Management, 1975

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Fort Leavenworth, Kansas
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19. ABSTRACT (Continued)

This study was conducted through a structured mail survey to 1000 re-
cruiters in the US Army in order to obtain information on how they were
selected for recruiting and how this selection process affects their job
motivation and well- being.

The study presents the current recruitment situation and describes con-
siderations as to the size of the youth population, educational impli-
cations, the level of unemployment, and future military requirements.
These factors will affect military recruitment to a large degree and point
toward an increased future competition in the recruitment arena.

The study demonstrates the importance of personal communication as far
exceeding any other medium of communication and emphazises that the re-
cruiter's own attitudes and emotional well-being are essential to his
effectiveness as a communicator and a recruiter.

Among the conclusions which are drawn from this study there is one that
the present selection process of screening and selecting recruiters based
on their performance is a valid approach. However, a significant improve-
ment could be made if this impersonal selection process was complemented
by personal information through the chain of command.
The study also shows a declining level of qualitative information of re-
cruititing duties among Army units and the necessity to create a more
positive attitude for this kind of assignment. How recruiters feel about
their participation in the selection process and how they receive the
local information about their recruiting assignment have significant
impact on how they will later feel about being recruiters and, in turn,
what information they will provide to potential recruiters.

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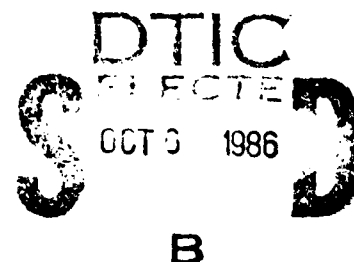fulfillment of the requirements for the
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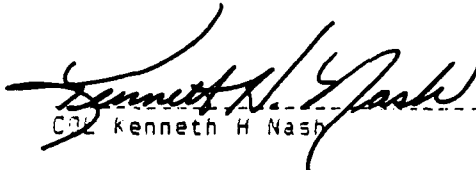NUMBER OF PAGES WHICH DO NOT
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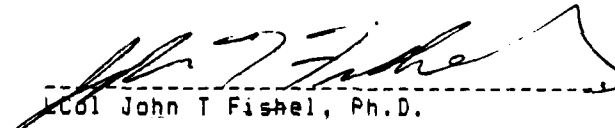
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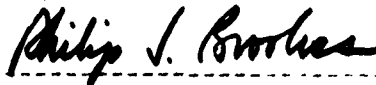
Approved by:

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COL Kenneth H Nash

_____, Member, Graduate Faculty
LCol Orval P Schierholz

_____ Member, Consulting Faculty
LCol John T Fishel, Ph.D.

Accepted this 12th day of May 1986 by _____,
Director, Graduate Degree Programs.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

THE SELECTION PROCESS OF US ARMY RECRUITERS: An Analysis of the Selection
Process of US Army Recruiters and How this Process Influences their
Motivation and Well-being, by Major Fotios Koudouris, H ...,
146 pages.

This study was conducted through a structured interview ...
recruiters in the US Army in order to obtain information on why they are
selected for recruiting and how this selection process affects their
motivation and well-being.

The study presents the current recruitment situation of ...
interpretation as to the size of the youth population, the ...
reasons, the level of unemployment, and future military ...
financial and well-being of military recruitment ...
forecast an increased future competition for high-quality ...

The study demonstrates the importance of personal communication ...
promising and other mediums of communication and emphasizes ...
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their participation in the selection process and how ...
local information about their recruiting assignment ...
impact on how they will later feel about being recruiters and ...
what information they will provide to potential recruiters ...

REDEYE

TANGLEFOOT HAS RETURNED FROM SPYING ON THE CAVALRY, CHIEF!

SEND HIM IN

7-14

WHAT DO YOU HAVE TO REPORT?

THEY'VE GOT A **TERRIFIC** NEW RECRUITING SERGEANT

GORDON BESS

TABLE OF CONTENTS

Chapter 1 - Introduction

Chapter 2 - Review of Literature

Chapter 3 - Methodology

Chapter 4 - Discussion

Chapter 5 - Conclusions

TOPIC

Problem Statement

The purpose of this study is to examine the selection process of US Army recruiters and how this affects their job motivation and well-being.

Background

For the time being there is a steady decrease in the number of males in the prime recruiting ages. Eleven years ago there were 13. million of these youths and by 1996 there will be only 11.8, a decrease of 14 percent [1].

Simultaneously there is a small increase in the educational level of the population.

Furthermore, unemployment is relatively high within this younger age group.

Assuming there is the political will to maintain an all-volunteer force the Army needs to watch closely and respond to changes in the civilian sector. The long term aim of strengthening rather than merely sustaining the size of the force, puts added emphasis on recruiting objectives.

It is my postulate that the present "comfortable" recruitment environment is rooted in an unemployed and an uncertain youth population.

This is thought to be one of the reasons which explains how recruiting got out of its unsatisfactory situation in the latter part of the 1970s, where the qualifications of military enlistees had dropped to postwar lows [2].

---

[1] Budahn.P. J., "Study Says Services Can Meet Recruit Goals", Army Times, Aug 12'th, 1985, page 4.

[2] Hudson.George E. and Kruzel. Joseph. ed., American Defense Annual. Ohio State University, Aug 1985, page 131.

My studv of the civilian sector will include considerations of:

- the size of the vouth population

- educational implications

- the level of unemplovment

- future militarv manpower requirements

It will be summed up in the implications these have on the recruiting task in general: and on the specific use and selection of the individual recruiter.

Size of the vouth population.

The Armv will confront a declining supplv of eligible enlistees over the vears to come as the nation s vouth population dwindles.

Figure 1 - 1. Projected US Seventeen-vear-Old Male Population 1970 - 2038
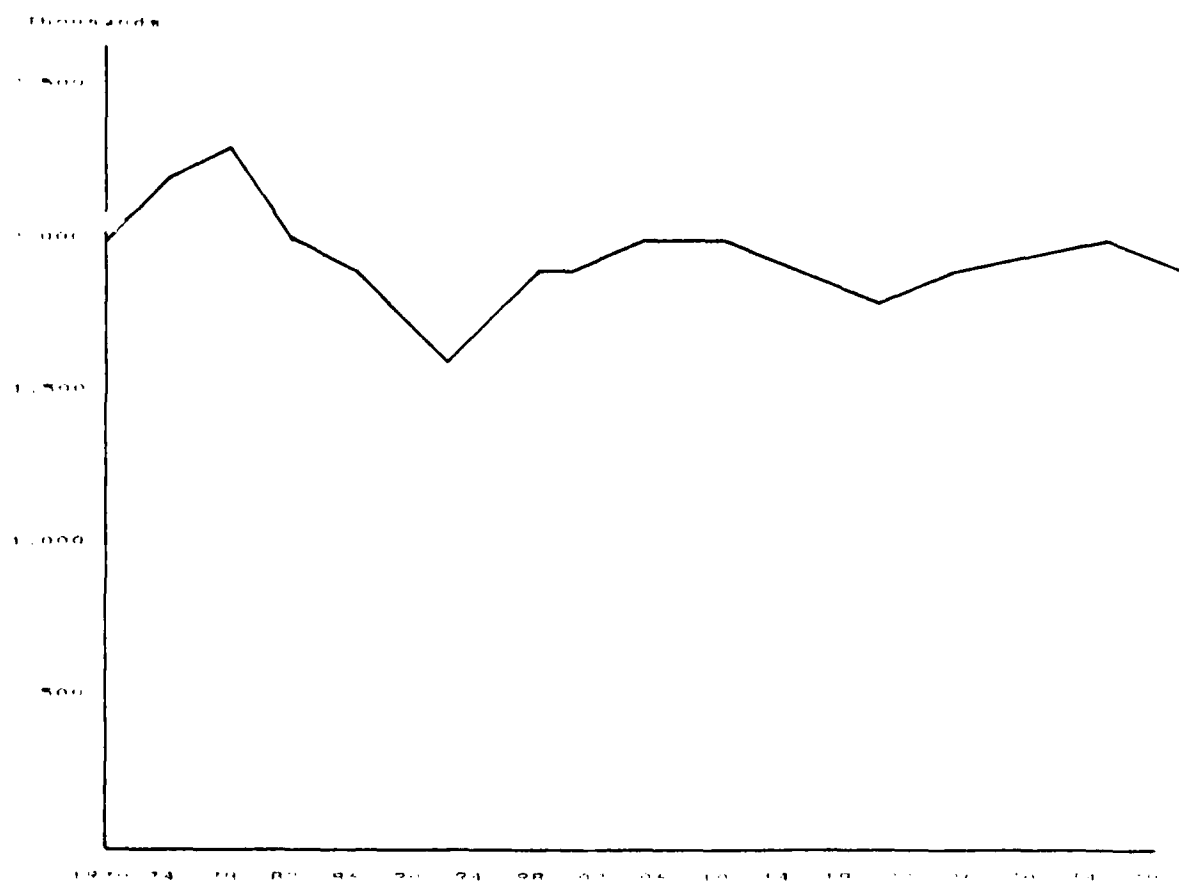
The prime recruiting age for the Army is the 17-19 year old, and I have therefore used the numbers of 17 year old males[3] to illustrate the decline of the youth population. Because certain aspects of large age groups have long term effects, which I will address later, this illustration starts in 1970. The projection is accurate to the year 2002 (these children are already born); after 2002, I have used the middle assumption in the US Projection of the Population[4] as my basis which makes it a bit static.

The illustration on the previous page shows an increase until 1978 and thereafter a steady decrease until a low point in 1992. In the 15 year period 1978 - 93, of which we are now in the center, the decrease is 28 percent, or 1.86 percent annually. Even if we consider the expected growth on either side of the millenium (it will decline after 2035), the annual decrease will be 1 percent.

This decline in the age group from which the military seeks its volunteers will make recruiting more difficult. Since the smaller population will be composed of a larger proportion of minorities (26 percent in 1985 rising to 31 percent in 1995), the decline in the number of eligible youths will be felt even more because of differences in ability based on enlistment tests. In 1984, for example, 71 percent of the white youth population could have been expected to meet the Air Force's minimum education and aptitude standards compared to 22 percent for blacks and 33 percent for Hispanics[5].

_____

[3] Bureau of the Census, Population Estimates and Projections, Series P-25, No 952, May 1984, table 6, page 39-93.

[4] Bureau of the Census, Population Estimates and Projections, Series P-25, No 952, May 1984, page 2.

[5] Binkin, Martin and Eitelberg, Mark J., Woman and Minorities in the All-Volunteer Force, Annapolis, Md Nov 1983, table 15.

3

Educational imolications.

There is in the American societv an attraction for hioher education and. as the standard-of-livino rises. more and more oeoole are able to attord the costs of hioher education. This is illustrated in the fioures below. To avoid effects from numeric fluctuations tnese data are exoressea as oercents.

Percent of Adults Who Have Comoleteo

High School as Their Hiohest   More than Hioh Scnool.
Level of Education (Fioure 1 - 2).   (Fiaure 1 - 3).
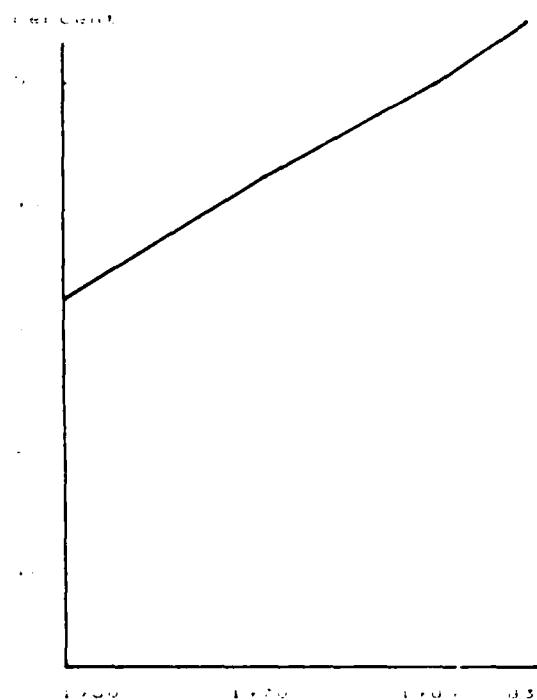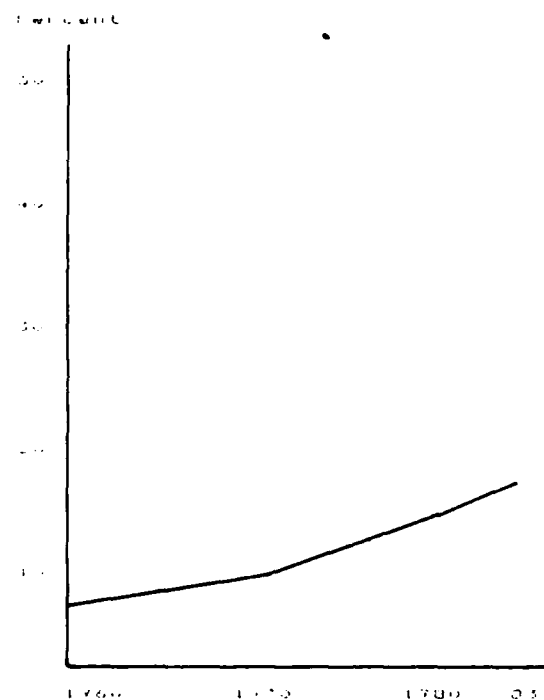
The illustrations show a steadv increase. and Fio 1 - 3. which illustrates the trend in oost-hioh school education. reveals a sliohtlv exoonential trend. Colleoe enrollment had. for instance. a oositive 3.2 averaoe annual oercent chanoe from 1970 to 1980. while the similar annual oercent chanoe for 1980 to 1982 was 3.6 .

_____

Bureau of the Census. Statistical Abstract of the United States 1985. 105'" ed. US Government Printino Office. Washinoton DC. Dec 1984. table 213. oaoe 134.

At first glance this increased level of education seems beneficial.
as the Army is attracting an increasing percentage of high school graduates.
Note. however. as illustrated below, that the increase of recruits by level
of education has almost halted[7].

Figure 1 - 4. Percentage Distribution of Army Recruits. by Level of
　　　　　　Education. Fiscal Year 1971 - 1984.
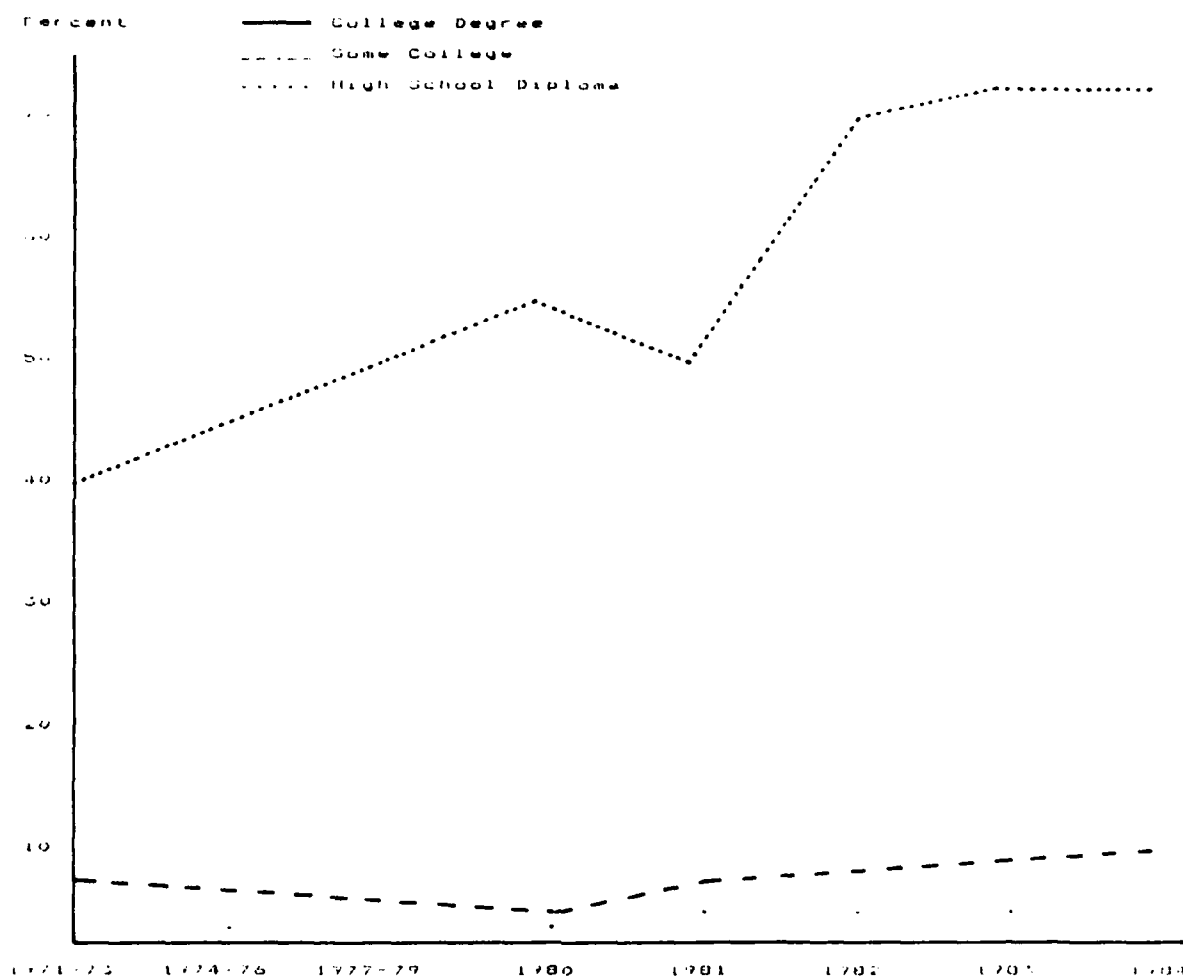
Recruits with high school diplomas from 1982 to 84 rose slightly from
70 to 72 percent compared with 49 to 70 percent from 1980 to 82. Recruits

[7] Hudson. George E. and Kruzel. Joseph. ed.. American Defense
Annual. Ohio State University. Aug 1985. Fig 7-2. page 134.

with college degrees were almost stable from 1981 to 84 (dropped from 4 to 3.5 percent compared with a rise from 2 to 4 percent 1980 to 81). If one takes into consideration that the overall level of education is proportionally increasing, the Army figures on the previous page reveal a decreasing trend in attracting educated manpower.

The only educational market segment where the Army seems to enjoy success is with those who have some college education.

Another educational implication which so far has been ignored is the expected behavior of the smaller number of youths just about to start their higher education. The decline in the youth population described on page 2 will not only affect the military but also all youth dependent institutions, including those of higher education. To offset expected enrollment losses from the "traditional" student pool, many colleges and universities apply short term strategies to attract greater numbers of adults and foreigners. The first group is proportionally decreasing due to an already higher level of education, and the latter is highly affected by similar trends in their home countries. As these strategies prove to be of marginal value, higher education institutions will try to attract more of the "traditional" college-age youths, perhaps by lowering admission standards. To the extent that the college participation rate of this group increases, the pool of potential recruits will shrink further and the recruitment task will become even more challenging.

The conclusion I want to emphasize as a result of looking at these educational implications is that the Army seems to attract personnel with the lowest level of education. As the number of applicants is currently high, this is not now a problem and several long term factors (e.g., the size of youth population in the 1990s and beyond) will probably prolong this situation.

6

The sustained economic recovery and the decline in the number of military age youth pose difficult recruiting challenges. There is some evidence of this already as there has been a decline in the quality and the quantity in the reserve pools of potential recruits[o].

A combination of factors (i.e., the declining number of young people; the increasing attraction of higher education; and increasing competition from institutions of higher education) might prove to cut deep into the necessary recruiting basis. Further, these things are occuring at a time when the Army needs qualitatively better recruits to man an increasingly complex, technical Army[''].

Level of unemployment.

This is an everyday situation which affects all young people. It has been a constant and increasing factor in their daily life and has probably caused a high proportion to list job security as one of their main considerations when looking for a future profession. This attitude might be altered significantly if their employment opportunities should increase.

It is therefore necessary to understand the sensitive nature of youth unemployment. In order to do so, an illustration of the development of the male unemployment rate from 1975 to 1983[''] for teenagers compared with older ages is on the next page.

[o] Department of Defense, Annual Report to the Congress, Fiscal Year 1986, 1985, page 109.

['] Department of the Army, The Posture of the Army and Department of the Army Budget Estimates for FY 1986, US Army, Washington DC, 1985, page 59 - 66.

[''] Bureau of the Census, Statistical Abstract of the United States 1985, 105'" ed., US Government Printing Office, Washington DC, Dec 1984, page 390.

Figure 1 - 5. The Unemployment Rate 1975 - 83
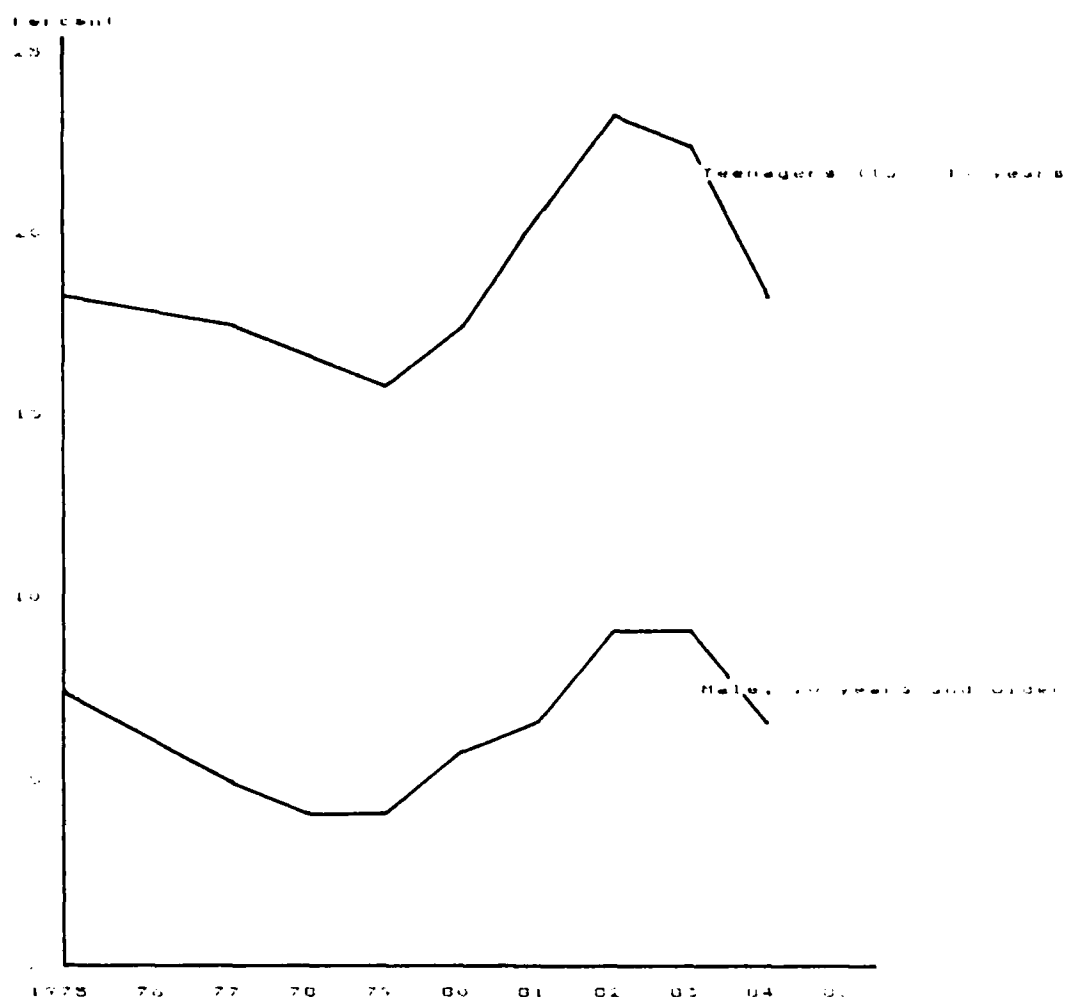
The congruence between teenager and male unemployment is obvious. It is interesting to see how sensitive teenage unemployment really is. As the male unemployment dropped from 6.8 to 4.2 percent from 1975 to 79, a drop of 2.6 percent, the teenager s dropped from 19.9 to 16.1 percent, a drop of 3.8 percent. When the male unemployment, thereafter, rose to 8.9 percent in 1983, a total of 4.7 percent, the teenager s rose to 22.4 percent, a total of 6.3 percent.

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Since teenage employment is linked so closely to that of older males.
I have examined the development of the elder portion of the male labor force
using the age of fifty for prediction and comparison. The dotted line (from
fig 1-1) shows the converging of 17 year old males.

Figure 1 - 6. Projected US Fifty-Year-Old Male Population 1970 - 2038 Compared
              with Seventeen- Year-Old (dotted line).
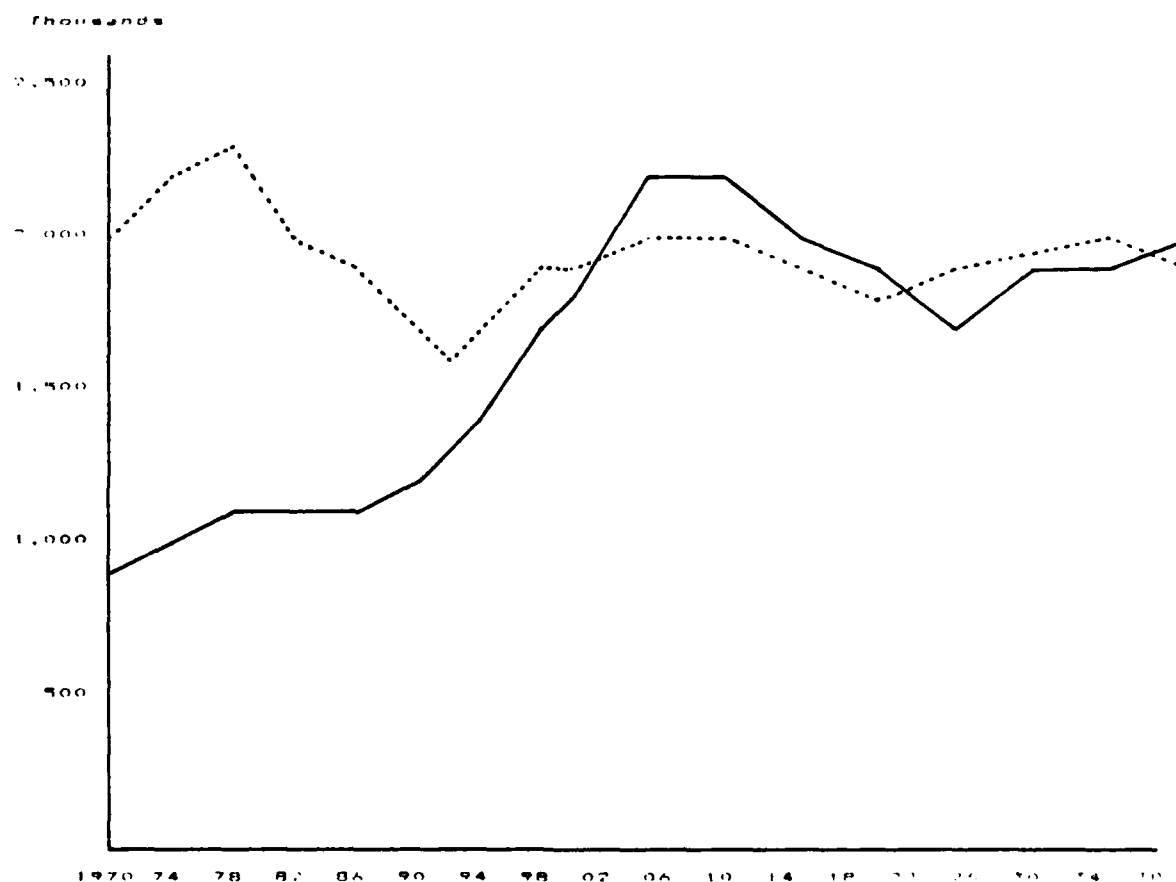
The situation described above will affect military recruitment to a
large degree assuming the demand for manpower increases, the competition for
educated labor increases, and the private sector makes use of recruiting
that the public sector cannot practice to attract the educated labor that it
needs.

9

The competition today is moderate with few, if any, firms attaching
any importance to the broad recruiting of youth. Still, the Army has
difficulties in attracting qualified personnel. It has the lowest percentage
of high school graduates (83 percent) and the highest number of Mental Test
Category IVs (25.1 percent) of all the services[1].

Another aspect of youth unemployment that needs to be addressed is
the long term effect it seems to have on young people. As mentioned earlier,
they have more or less grown up with unemployment as a constant factor in
their environment. They have seen friends and relatives fired from what they
considered to be stable firms; and they have experienced the problems
associated with these firings. They have seen friends unsuccessfully trying
to get a job or loafing restlessly without meaningful or lasting jobs. This
has created a stong desire for security as a main job consideration; and one
of the most secure types of jobs is one in the public sector. This is, in my
opinion, one of the main reasons that the downward population trend still is
not adversely affecting the Army s recruitment efforts as expected.

In the competing labor environment, one should note the sensitivity
of the younger generations to the overall level of employment. In view of
the fact that by the end of this century one out of four Americans will be
older than 60 years, the increasing possibilities this offers to every
prospective young worker should be obvious. Future developments (according to
Fig 1 - 6) seem stable and will create more encouraging prospects for youths
seeking employment, both in the civilian and in the public sector.

---

[1] Budahn, P. J., "Study Says Services Can Meet Recruit Goals", Army
Times, Aug 12'", 1985, page 4.

Military manpower requirement.

The Army is expected to expand its active component substantially [14] and to increase the size of its reserve components. Though halted in FY 1985 due to budget pressures, the planned increase for FY 1986 is 25,000.

Recruitment implications.

For the current fiscal year, the Army's recruiting and advertising budget equates to $3,856 per recruit [15] - far more than any other of the armed services.

There is no doubt that advertising and mass communication can and will be improved, but our competitors (both the private sector and other public agencies) will also improve their efforts when needed, and the Army will be hard pressed to recruit in a truly competitive environment.

Recent emphasis on and the expected results of budgetary restraints may make it difficult to attract the desired quantity and quality of enlistments.

There is one area in which the Army has superiority over the private sector which may be exploited. That is in its dispersion and ability to establish a professional and dedicated sales force all over the United States. In this area lies the advantage of personal two-way communication and influence through a carefully chosen and dedicated network of communicators (recruiters). The use of recruiters as communicators and influencers, however, is dependent upon the performance of the selected recruiters. Their performance, appearance

_____

[14] Department of Defense, Annual Report to the Congress, FY 1986, 1985, table II D1, page 109.

[15] Budahn, P. J., "Study Says Services Can Meet Recruit Goals", Army Times, Aug 12'", 1985, page 4.

and demonstrated confidence are the very basis of their gaining acceptance. One should not neglect the fact that personal communications far exceed any other medium of communication. this will be addressed later in the thesis.

Therefore. proper emphasis should be attached to the selection of each recruiter, and the selection process should guarantee that the selected recruiter voluntarily accepts and understands the challenge of recruiting duty.

Hypotheses

H 1 : There is rarely any knowledge about recruiting duties before assignment to USAREC.

H 2 : Local influence or opinion appears more discouraging than encouraging.

H 3 : Recently "drafted" recruiters like their assignment less than those who were selected earlier.

H 4 : Those who volunteered perform better than those who were "drafted".

H 5 : Recruiters feel their own performance as recruiters is lower than their performance in their last job.

H 6 : Those who felt they participated in the selection process were more positive to their recruiting assignment.

H 7 : Those who were given an explanation or told about their selection were more positive toward their recruiting assignment than those who were informed through impersonal orders.

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H 8 : Recruiters feel less satisfaction in their job as a recruiter
than what they felt in their last job.

H 9 : Recruiters who feel dissatisfied will not recommend a recruiting
assignment to their friends.

H 10: Most of the potential recruiters' knowledge about recruiting
duties is acquired from NCO colleagues who have had experience
as a recruiter.

H 11: There is rarely any personal contact between the potential
trial recruiter and MILPERCEN experts.

Definitions

The prime recruiting ages in this study are considered to be age
17 to 19, and the numbers referred to are for the male population.

Mental Test Category IV are personnel with a low mental category,
with the highest score being 31, according to an active list. This
test consists of selected portions from ten different tests which produce
certain mental capability.

This scale has recently been replaced by a coding system from
Low score personnel are now labeled Code 4A (21 - 30 points) or Code 4B
(16 - 20 points).

Mission box is the recruiter's given objective, that is the number of
men in each of the categories mentioned above, that the recruiter is sup-
posed to enlist for the month.

13

Delimitations

The study is limited to enlisted recruiters in the US Army Recruiting Command (USAREC).

Significance of the study

The study is intended to contribute to a better selection of enlisted recruiters.

As stated earlier, this may be the first such study concerning the difficulties of recruiting for qualified personnel.

14

REVIEW OF LITERATURE

Textbooks

There is a large and growing number of textbooks dealing with how to define and serve a market. Some of these texts also deal with how to perform and persuade: and discuss what qualifications are most desirable for a seller to have.

On Human Communication, a Review, a Survey, and a Criticism [1] by Colin Cherry is a highly technical presentation. The author in his introduction states that "none of the chapters are written for the experts". however, it does not take long before the logical descriptions, the statistical studies, the spectral analysis of signals, and so forth, carries him into interesting but highly technical aspects of the communication processes. The opening comments of the chapters and most of the sections have a more general descriptive introduction, but he immediately goes into very intricate mathematical and scientific approaches following these comments.

It is interesting to note that he repeatedly, though reluctantly and indirectly, expresses how limited mathematical models are at encompassing what is understood as human communication. One of the basic difficulties is "that statistical mechanics have been mostly applied to systems of particles having zero or weak interactions, whereas the people composing a social group exert a great deal of influence upon one another"[2].

---

[1] Cherry, Colin. On Human Communication, a Review, a Survey, and a Criticism. 2D ed., the MIT Press, Massachusetts Institute of Technology, Jun 1971.

[2]   . page 25.

He later narrows his presentation to purely deductive arguments saying that for the technical transference of information a highly formalized language system serves the purpose. However, "the powers of persuasive language are required for the 'putting over' of new ideas, for explaining new generalizations convincingly" [3].

He cites [4] Weaver who classified the whole problem of communication into:
- the technical problem
- the semantic problem
- the effectiveness problem

Colin Cherry discussess only the first two in any length. In a succeeding section [5], however, he returns to the fact that human communication channels consist of individuals in conversation, or in various forms of social intercourse. Each individual and each conversation is unique: different people react to signs in different ways, each depending upon their own past experiences and upon the environment at the time.

My perception after having read this almost purified technical description of human communications is that the author, partly "between the lines", admits that there are serious limitations to the transference of ideas and influence through impersonal communication.

---

[3] Cherry, Colin, On Human Communication, a Review, a Survey, and a Criticism, 2ND ed., the MIT Press, Massachusetts Institute of Technology, Jun 1971, page 77.

[4]   . page 243.

[5]   . page 245.

16

Communicology: An Introduction to the Study of Communication[5] by Joseph A. Devito looks upon communication from a point of view which is almost opposite to that of that of Colin Cherry. Whereas Cherry focuses on the technical aspects. Devito focuses on human communications as inter-personal relationships. Whereas Cherry bypasses the effectiveness problem, Devito encompasses it and repeatedly connects it to the inherent possibility for feedback. He states that the concept of feedback is crucial to an under-standing of listening as an active process. He further points out that the most effective feedback is that which is most immediate[7]; which is achievable only in an interpersonal communication.

To achieve effective interpersonal communication, he puts forth five qualitative characteristics[8] of a communicator (sender):
- openness, a willingness to reveal information and react honestly
- empathy, the ability to feel in the same way and to understand the receiver
- supportiveness, in the sense of sincere and interpersonal helping
- positiveness, in the sense of enjoying the exchange of ideas
- equality, meaning a tacit recognition that both parties are valuable and
  contributing human beings
It is interesting to note that none of these characteristics can be evaluated by an impersonal "screening" of personnel records.

The most interesting parts[9], given my subject, are Chapter 28,"The

---

[5] Devito, Joseph A., Communicology: An Introduction to the Study of Communication. Harper & Row, New York, 1967.

[7]   , page 14 - 17 and 146 - 148.

[8]   , page 266 - 269.

[9]   , page 419 - 464.

17

Speaker and Receiver in Public Communication", and Chapter 29,"The Nature

of Mass Communication". Through an honest and convincing argumentation he

describes the various possibilities and limitations of mass communication

in TV, radio, newspapers, magazines, books, records, tapes and cassettes.

His thesis is that in mass communication the message flows from the media

to the receiver but not back again. Additionally, because of the number of

persons receiving mass messages, it is impossible for the media to adapt to

each person, even generally.

In public communications, on the other hand, extending from a very

small to a very large number of people, it is possible to "tailor" the message

to the participants. Through audience analysis and adaptation, a proficient

speaker is far more effective than an impersonal mass communication.

The discussion of factors such as sex, educational background, status

and attitudes is thorough, and focuses on sender characteristics which have

to be observed as opposed to impersonally screened. A biproduct of the

discussion is that the sender s own attitudes and emotional well-being are

essential to his effectiveness as a communicator. Other factors such as age,

fitness, and appearance are of less value than may have been anticipated.

Studies

Some civilian studies of specific interest are:

"Economics of the Military Draft"[19] in which Hansen and Weisbrod

discuss a number of inefficiencies of the military draft system. The principal

inefficiency noted is the loss of output resulting from the utilization of

_____

[19] Hansen, Lee W. and Weisbrod, B., "Economics of the Military Draft",
Quarterly Journal of Economics, Aug 1967, page 395 - 421.

labor services of draftees whose productivity in the civilian sector is, on the average, higher than that of individuals who would volunteer for military service.

As the draft system is no longer in effect, one should be careful about drawing conclusions from this study. However, it reveals the growing competition between the civilian and the public sector, and the vulnerability of the latter.

On the Application of Marginal Productivity Analysis to the Allocation of Recruiters within the Military Services[1] by Bennett and Haber, expands on the former "Economics of the Military Draft". The purpose of this study, as the title describes, is to investigate the allocation of recruiters. It starts with the following "rule of thumb" used by the services: Recruiters are allocated geographically to areas so that their distribution is proportional to the distribution of QMA (qualified military availables) among the areas. The study examines this allocation and has some critical remarks about viewing market size and market potential as synonymous, considering the present rapid change in market potentials.

Of specific interest to this study is the stated failure in recruiting because of an insufficiency of recruiters in some areas. From this, one can assume that the face-to-face recruiters have significant impact on both the ability to present information about the Army and the ability to influence individuals.

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[1] Bennett, James T. and Haber, Sheldon E., On the Application of Marginal Productivity Analysis to the Allocation of Recruiters within the Military Services, George Washington University, Jan 1972.

19

Enlistment Supply, Recruiter Objectives, and the All - Volunteer Army[12] by James Dertouzos is a study which was sponsored by the Office of the Assistant Secretary of Defense. It covered 33 recruiting areas which were divided into two groups for separate analysis and comparison.

The study elaborates on area characteristics and the recruiters willingness and ability to act according to factors affecting the enlistment supply.

The results suggest that the recent efforts utilizing traditional supply models to forecast enlistments, or assess the impact of a variety of educational benefits, enlistment bonuses and advertising expenditures, are of limited value.

Of particular importance to this study is the discovery that, though Army recruiters appear to be motivated to attain quotas for both high and low quality enlistments, there exist few incentives for recruiters to exceed them. Indeed, it is suggested that there may exist disincentives to overproduce.

Ignoring recruiter behavior and the demand factors affecting their choices can yield incorrect estimates. In general, estimated elasticities of high quality enlistments with respect to supply variables such as the unemployment rate and civilian wages are significantly higher if recruiter choices are taken into account.

None of the textbooks or studies I have read state the qualitative characteristics in such a way to enable an impersonal selection based solely on records. Accordingly, there seems to be no well defined way to select a recruiter based only on his military personnel records.

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[12] Dertouzos, James N., Enlistment Supply, Recruiter Objectives and the All - Volunteer Army, The Rand Corporation, Santa Monica, California, Sep 1984.

Military writings

There is little. if any, discussion of the selection process in
military writings. Having looked through the Army's recruiting and reten-
tion magazines for the last ten years, no articles were found on the subject.
However, it is repeatedly stated and confirmed in the Commander's Notes [13]
"that every recruiter comes to the Command with the personal qualities
needed to become a successful sales representative..".

The only published discussion relating to the selection process which
I have been able to discover is one short article in Infantry magazine [14]
dealing with the recruiting assignment as something totally different from any
other military duty, and which, according to the author, demands its "own
career specialty".

There are a few forgotten reports filed in the Combined Arms Research
Library (CARL) and related libraries. Some of these reports are considered old,
and as the evolution of marketing techniques is rapidly changing, some might
even be outdated. Considering the fact that military organizations, techniques
and training are updated constantly, earlier findings may well be already in-
corporated into the existing environment. For example, all recruiters prior to
1981 were volunteers as opposed to today where all are "screened" and "drafted".

The above points have been considered in the selection and emphasizing
of literature; also the findings have been narrowed to those of relevance to
this study. Applicable works are presented chronologically, starting in 1974
and ending in 1984.

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[13] Bradshaw, J. O., "Commander's Notes", Recruiter Journal, Sep 1984,
page 2.

[14] Miner, David P., "Recruiting: A Dual Specialty", Infantry,
Jan 1984, page 15-16.

US Navy Recruiter Attributes and Attitudes: A Survey Analysis[15], by James B. Best, is a Masters Thesis using survey interviews of 49 recruiters to identify attributes of effective recruiters.

The study states that the most favorable aspect of a recruiting assignment is independent duty. Only a few (18 percent) considered the additional recruiter's assignment pay to be an incentive to increase their effectiveness.

Two-thirds of the sample (33 recruiters) were true volunteers (had personally initiated their assignment to recruiting duty) and an additional 10 percent had volunteered in response to a suggestion from a career counselor or detailer. They revealed a very high level of satisfaction in their job. Some 63 percent answered "first" as to where they would rank recruiting on a desirability scale, and only 18 percent stated that it was "not desired".

A majority (83 percent) of the sample stated that they would freely recommend duty as recruiter to their best friend in the Navy (assuming they felt he met the qualifications).

It is also of interest to note that more than 40 percent had been interviewed for recruiting by their Commanding Officer, and that an additional 27 percent had been interviewed by their Executive Officer (XO) or other officers at their previous command. The purpose of these interviews was to determine whether or not the individual "possesses the educational level, poise, personality and ability to communicate necessary to be a salesperson for the Navy."

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[15] Best, James B. and Wylie, Walter J., US Navy Recruiter Attributes and Attitudes: A Survey Analysis, Naval Postgraduate School, Monterey, California, Jun 1974.

22

A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characterisics[16] was initiated by the US Continental Army Command (later TRADOC) and USAREC. The objective was to develop hypotheses concerning the personal characteristics and job behavior associated with recruiter success. It was conducted by interviewing 79 recruiters already divided into three groups according to percentage of quota achieved (high, average and low).

The most interesting finding was that successful recruiters were less likely to cite "independence" as a source of job satisfaction, and that they were more likely to complain about their long hours of work.

Regarding the selection process the respondents expressed the view that some recruiters did not know what they were getting into when they volunteered for recruiting duty. Eleven percent recommended that applicants for recruiting duty ought to be given a more realistic picture of what the job is like, its pressures and its frustrations.

Various screening procedures were mentioned by a few respondents, of these screening for quality of past performance was mentioned the most. Informal interviews of the applicant, his wife, his supervisor and others were also often recommended (by 47 percent).

There exists a report[17], dated Mar 1979, which is identical to the above mentioned study. Why this is given a different report number and dated four years later is unknown.

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[16]Graham, Warren R., Brown, George H., King, William L., White, Leonore and Wood, Mark D., A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization. Virginia, Apr 1975.

[17]   , A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization. Virginia, Mar 1979.

23

Dimensions of the Army Recruiter and Guidance Counselor Job[14] by
Borman, Toquam and Rosse is a study aimed at discovering the underlying
dimensionality of tasks associated with the Army recruiter and guidance
counselor jobs. The researchers established a recruiter/guidance counselor
task list , and 101 USAREC personnel sorted the tasks into a matrix according
to different dimensions. The abstract states that "the report discusses
implications of the results for selecting and training Army recruiters".

The report is 70 pages long. Six pages are devoted to introduction,
a detailed description of selected procedures, and a short discussion and
result. The rest of the report consists of various tables.

The dimensions used to identify the tasks were:
- prospecting activities: identifying and contacting qualified prospects
- publicizing the Army: building a positive Army image in the community
- selling the Army: counseling individuals to join the Army
- administrative activities: working with recruiting reports, records,
  statistics and organizing recruiting activities

These broad dimensions defining relatively general task areas are
narrowed into four performance requirements each. The task activities are
useful as background information but, in my opinion, are still too broad to
serve as selection criteria.

The only reference to the selection process is an equally broad
statement that "these dimensions should prove especially useful in developing
selection procedures for the Army recruiter job."

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[14]Borman, Walter C., Toquam, Jody L. and Rosse, Rodney L., Dimensions
of the Army Recruiter and Guidance Counselor Job, US Army Research Institute.
Virginia, Mar 1977.

24

Army Recruiters: Criterion Development and Preliminary Validation of a Selection Procedure[19], by Brown, Wood and Harris, collects information from a random sample of 400 recruiters, using characteristics that might be related to recruiter effectiveness: verbal fluency, sociability, achievement motivation, empathy, rejection, tolerance, maturity-responsibility and various background characteristics. Statistical analysis were then performed to determine the yield to be expected from each recruiter's territory.

Using a composite supervisor rating procedure, 45 of the best recruiters in the Army, and 43 of the poorest, were identified and given the draft selection test instruments. Results were analyzed to identify items or scores that differentiated between good and poor recruiters.

The study concludes with a somewhat drastic finding that "recruiter characteristics may be relatively unimportant, at least within broad limits." This viewpoint is, however, modified by stating that recruiters may already be a highly selected group, and that the span between best and poor for this reason might be insignificant.

The study emphasizes, like Bennet and Harber's[20], the importance of environmental factors. It states that about 50 percent of the variance in production scores derives from factors unrelated to the individual recruiter's characteristics. The level of success is therefore, according to this study, more a function of area characteristics than of recruiter proficiencies.

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[19]Brown, George H., Wood, Mark D. and Harris, John D., Army Recruiters: Criterion Development and Preliminary Validation of a Selection Procedure, US Army Research Institute, Virginia, May 1978.

[20]See page 19.

25

Development and Validation of a Recruiter Selection Battery[20] by Borman, Rosse and Taquam used a mail survey of 194 Navy recruiters in seven different locations as the basis for evaluating performance versus production.

Their main performance factors were defined along:

- selling skills: selling the Navy effectively to prospects; displaying confidence and effectiveness in the recruiting sequence

- human relations skills: establishing and maintaining good interpersonal relations with prospects, recruits and persons in the community

- organizing skills: planning and organizing time efficiently; completing paper work accurately and on time

The relationship between these performance factors and production, or success, was found to be high. The monthly production for those recruiters who scored in the top 50 percent of the above mentioned performance factors was 12 percent greater than the overall average.

The study concludes with the recommendation that the Navy and the Marine Corps should use a test battery along these parameters to aid in selecting recruiters, and that the performance rating material should be distributed to recruiter supervisors and field recruiters to aid in training and self-development. The use of this material might also be important in the selection process of qualified Army recruiter applicants (my remark).

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[20]Borman, Walter C., Rosse, Rodney L. and Rose, Sharon R., Development and Validation of a Recruiter Selection Battery, Navy Personnel Research and Development Center, San Diego, Sep 1981.

An Inventory Battery to Predict Performance in Navy Officer Recruiting: Development and Validation[21], by Borman, Rosse and Rose, used a sample of 132 officers to develop procedures for assessing the effectiveness of recruiters and to develop an inventory battery to help identify officers with personal characteristics needed for successful recruiting. The study used composites from previous research[22].

Items from these composites were used to form four corresponding officer composites:
- past sociability
- past leadership and dominance
- hard work
- organization

It appears, based on this study, that the recruiter composites can successfully identify effective officer recruiters.

Past sociability proved to have the highest correlation coefficient and seemed to be the best indicator of recruiter success (r=0.21). The lowest correlation was found to be past leadership and dominance (r=0.03) which is one of the main components in the Army s screening process.

In summary, none of the military studies reveal any evidence to justify impersonal selection based solely on records. On the contrary, most of the characteristics, dimensions and composites studied refer to performance which has to be personally observed and evaluated.

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[21]Borman, Walter C., Rosse, Rodney L. and Rose, Sharon R.,
An Inventory Battery to Predict Performance in Navy Officer Recruiting:
Development and Validation, Navy Personnel Research and Development Center,
San Diego, Dec 1984.

[22]See page 24 and 26.

METHODOLOGY

As the literature is limited, the study relied heavily upon survey research.

As local resources, the kansas Recruiting Battalion and the Leavenworth Recruiting Station have been involved, and the chairman and second reader both have recent experience from recruiting assignments. These resources were used primarily for field studies and to provide background information in pretesting the mail survey.

The mail survey

I conducted several interviews, at both recruiter and battalion xO level, at the Leavenworth Recruiting Station and at the kansas Recruiting Battalion respectively. Based on these interviews and discussions with my committee, I developed a test battery of 25 questions against my selected hypotheses.

Permission to issue a country-wide survey was granted by USAREC. They mailed out the survey, through all their Recruiting Battalions, to 1000 randomly selected on-production recruiters. The survey was returned to Ft. Leavenworth by use of preaddressed, postal paid envelopes identical to those used for return of answers to CGSC, but labeled: "For Return of Survey".

The pretest was issued Nov 13, 1985 to 30 randomly selected recruiters at the kansas Recruiting Battalion. They were asked to respond as if the survey was received through USAREC, and encouraged to make any remarks they might have concerning lack of clarity, incompleteness or other items they felt should have been included in order to make the survey as valid as possible.

Two of the questions were altered slightly based on the pretest.

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Question 3 (How long have you been assigned to USAREC?) was expanded from two to four years. and the time interval was extended from three to six months. Question 19 (Do you know whether you were recommended to the selection board?) was given an additional response alternative: "Yes. by USAREC personnel (recruiters. selection teams etc)".

The results from the pretest were further used to test input format. frequency tables and crosstabulation programs at the Control Data Corporation (CDC) computer at Ft Leavenworth.

The mail survey was printed at the Ft. Leavenworth Media Support Center. It was put into envelopes. with a return envelope attached. and taken to Ft. Sheridan (USAREC) during the Thanksgiving Holiday by me and my family.

It was sent out Dec 6 to all Recruiting Battalions with a letter from USAREC attached which explained the survey and encouraged participation.

The Battalions. in turn. sent it to their Recruiting Companies and Stations.

The individual answers were returned anonymously to me. A copy of the mail survey is attached as an Appendix.

The mail survey incorporated a significant sample of country-wide recruiters. In fact. it was issued to 1000 out of approximately 4000 recruiters all over the continental United States and Hawaii. covering some 25 percent of all the recruiters.

The return was exceptionally high. Out of 1000 surveys. 765 responded by returning a valid reply. I will not elaborate on this high response: but

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beside the fact that soldiers normally show a high degree of responsiveness.
and that the instrument must have been viewed positively. I also assume some
"Hawthorne-effect"[1]. The reason for this assumption is that some respondents
expressed satisfaction in being asked about their feelings toward their
recruting assignment. As one expressed it: 'I wish personally to thank you
for the opportunity to answer your survey. It gives me great satisfaction
knowing that we are not forgotten about out here."

The data was given a sequential identification number (id no).
transferred to optical readable answersheets. and fed into the CDC computer
at Ft. Leavenworth.

Presentation of SPSS

The Statistical Package for the Social Sciences (SPSS)[2] is a set
of related programs for the manipulation and statistical analysis of data.

In addition to ordinary descriptive statistics and simple frequency
distributions. it contains crosstabulation. bivariate correlation analysis.
partial and canonical correlation analysis. multiple regression analysis.
variance and covariance analysis, discriminant analysis. factor analysis and
scalogram analysis.

It also contains a variety of subroutines to find and later correct
incomplete data.

The SPSS is updated constantly and I used the latest version[3].

[1]Roethisberger F. J. and Dickson W. J.. Management and the Worker:
An Account of a Research Program Conducted by the Western Electric Company.
Hawthorne Works. Cambridge. Mass: Harvard University Press. 1939.

Nie. Norman H. and Hull. Hadlai C.. SPSS: Statistical Package for
the Social Sciences. 2 ed.. Mc Graw-Hill. New York. 1975.

[3]. SPSS Update 7-9. Mc Graw-Hill. New York. 1981.

Control of data

It is a common occurence in research to find that for one reason or another it has been impossible to obtain a complete set of data for every case in the file. So it is in this survey.

The subroutines I used to discover missing and invalid answers were:
- MISSING VALUES - which detected and per id no printed out all answers with value 0 (zero).
- IF ROUTINE - which extracted individual illogical answers such as in question 8 (What is your preference for your next assignment?) value: "Any assignment outside USAREC", against question 12 (Where would you rank recruiting as to preference of duty assignment?) value: "First".
- SELECT IF ROUTINE - which compared and extracted per id no combinations of answers such as question 25: "If you volunteered or liked the assignment", against both question 20 value: "volunteered" and question 23 value: "I liked it very much" and "I liked it somewhat". It was also used to detect values outside the accepted area.

Given the reference to, and a print out of, illogical or missing values, I then checked the original answers.

All missing values (only question 25 permits less than 965 answers) proved to be either mispunched or misread types of data.

Most of the illogical combinations also proved to be mistransferences, but a few were traced back to valid answers. One person who volunteered has, for instance, declared (in question 23) that he "disliked" the selection and (in question 22) stated that he "could have refused". This type of illogical combination was accepted.

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Opposing answers, such as the one mentioned under IF ROUTINE, were corrected if possible by referring to other questions. So were answers with value: "nothing" in question 17 (What did you know about recruiting?) and values other than "none" in question 18 (Who provided you with this knowledge?).

After several tests I feel confident that the data presented is reliable.

Frequency tables

The selected and printed output from the frequency procedure resulted in a table as shown below. I have used question 10 to illustrate the lay out.

Q 10: HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY	ADJUSTED FREQUENCY	CUMULATED FREQUENCY
LIKE IT VERY MUCH	1	379	39.3	39.3	39.3
LIKE IT SOMEWHAT	2	210	21.7	21.7	61.0
NO SPECIAL FEELINGS	3	102	10.6	10.6	71.6
DISLIKE IT SOMEWHAT	4	114	11.8	11.8	83.4
DISLIKE IT VERY MUCH	5	160	16.6	16.6	100.0
TOTAL		965	100.0	100.0	

Code refers to the sequential order of response and is important in the later use of statistics.

Absolute frequency gives the raw or absolute frequencies associated with each value (or response), accumulated to a total of 965.

Relative frequency gives the percentage of each of the responses, accumulated to 100 percent.

Adjusted frequency excludes missing values and displays the relative frequency for the valid answers. Since the data volume is controlled and only question 25 allows for missing values, the adjusted frequency is identical to the relative frequency.

Cumulated frequency accumulates the adjusted frequency displays on the side of the sample where one will find the main portion of the responses.

There are eleven descriptive statistics which are available in the subprogram Frequencies. I utilized six.

The total display of my frequency table is therefore:

Q 10: HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY	ADJUSTED FREQUENC.	CUMULATED FREQUENC.
LIKE IT VERY MUCH	1	379	39.3	39.3	39.3
LIKE IT SOMEWHAT	2	210	21.7	21.7	61.0
NO SPECIAL FEELINGS	3	102	10.6	10.6	71.6
DISLIKE IT SOMEWHAT	4	114	11.8	11.8	83.3
DISLIKE IT VERY MUCH	5	160	16.6	16.6	100.0
TOTAL		765	100.0	100.0	

MEAN	: 2.447	MEDIAN	: 1.973	MODE	: 1.000
VARIANCE	: 2.266	STANDARD DEVIATION: 1.505		SKEWNESS:	0.5..
VALID CASES: 765		MISSING CASES	: 0		

MEAN is the most common measure of central tendency for variables measured at the interval level. Often referred to as "the average", it is merely the sum of the individual values for each case divided by the number of cases.

$$\bar{x} = \frac{\sum_{i=1}^{N} X_i}{N}$$

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In question 10: $\bar{x} = \dfrac{379 \times 1 + 210 \times 2 + 102 \times 3 + 114 \times 4 + 160 \times 5}{965} = 2.447$

which displays a centered tendency in the data.

MEDIAN is the numerical value of the middle case or the case lying exactly on the 50'" percentile, once all the cases have been rank ordered from highest to lowest. In question 10 this is at the value of 1.993.

MODE is the value of the variable which occurs most often. In question 10: value 1 (answered by 379 recruiters).

VARIANCE is a measure of the dispersion of the data about the mean. This statistic is one way of measuring how closely the individual scores of the variable cluster around the mean.

$$s^2 = \dfrac{\sum_{i=1}^{n} (x_i \cdot)}{N-1}$$

In question 10:

$$s^2 = \dfrac{379(1-2.447)^2 + 210(2-2.447)^2 + 102(3-2.447)^2 + 114(4-2.447)^2 + 160(4-2.447)^2}{964} = 2.266$$

By squaring the deviation from the mean one takes into account all differences from the mean, including negative differences, and it gives additional weight to extreme cases. Clearly, the variance will be small when there is a great deal of homogeneity in the data, for then most cases will have very small deviations from the mean.

In a five value question such as question 10, a variance of 2.266 displays little homogeneity in data, but rather indicates dispersed opinions.

STANDARD DEVIATION is another measure of the dispersion about the mean of an interval-level variable. Very simply, it is the square root of the variance. The advantage of the standard deviation is that it has a more intuitive interpretation, being based on the same units as the original value. That is, as the variance in question 10 is 2.266, then we are really talking

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about 2.266 square opinions. The standard deviation, however, is 1.5 which

has a more intuitive meaning as the distance in opinion on either side of

the mean.

STANDARD ERROR helps us to determine the potential degree of dis-

crepancy between the sample mean and the usually unknown population mean.

This statistic is normally used in conjunction with many variables and large

samples and is for this reason not used in this survey.

SKEWNESS is a statistic needed to determine the degree to which a

distribution of cases approximates a normal curve, since it measures

deviation from symmetry. A positive value indicates that the cases are

clustered more to the left of the mean with most of the extreme values to

the right, as in the case of question 10. A negative value indicates

clustering to the right.

KURTOSIS is another statistic available in SPSS. It is a measure of

the relative peakness or flatness of the curve defined by the distribution

of cases. A normal distribution will have a kurtosis of zero. As all of the

questions in this survey are illustrated by profile tables the dimension is

easily seen and this statistic is therefore not used.

MINIMUM, *MAXIMUM* and *RANGE* are the last descriptive statistics

available in SPSS. Since the number of variables in this study are few, these

statistics are not displayed in the presentation.

As a final summary of question 10 : HOW DO YOU FEEL ABOUT
BEING A RECRUITER
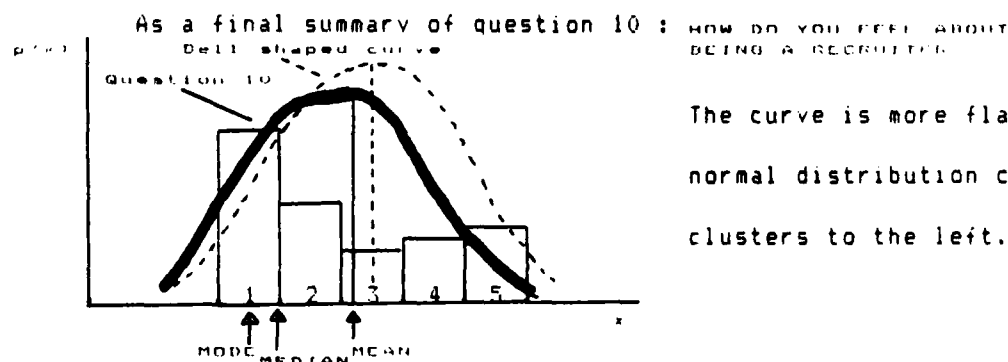
The curve is more flat than the

normal distribution curve, and

clusters to the left.

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Crosstabulation

A crosstabulation is a joint frequency distribution of cases according to two or more variables. The display of the distribution of cases based on two or more variables is the chief component of contingency table analysis, and is indeed the most commonly used analytic method in the social sciences.

These joint frequency distributions can be analyzed statistically by certain tests of significance, e.g., the chi-square statistic which I have used, to determine whether or not the variables are statistically independent. These distributions can be summarized by a number of measures of association, such as Cramer s V or the contingency coefficient, which describe the degree to which the values of one variable predict or vary with those of another.

Subprogram CROSSTABS enables the user to compute two-way to n-way joint frequency distribution tables. Most of my crosstabulations are two-dimensional, but for a few specific relationships I have also used three-dimensional tables. In my description I will not elaborate on the latter: first, because the later use seems self-explanatory; and, second, because it is very close in its nature to the two-dimensional. The lay-out, for instance, is really displaying a two-dimensional relationship with the third variable as the controlling element, giving as many tables as there are variables in the controlling question.

The nature of crosstabulation tables can perhaps be best illustrated by an example of such an analysis and a hypothesis concerning its result.

Consider that this study hypothesized a relationship between how the recruiter feels about being a recruiter (question 10) and satisfaction prior to being selected as a recruiter (question 15).

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The schematic *TWO-DIMENSIONAL* 5x5 crosstabulation table has, given

965 responses and using whole percentages, this (simplified) lay-out:

Q 10: HOW DO YOU FEEL   Q 15: ALL THING CONSIDERED, HOW SATISFIED OR
ABOUT BEING A   DISSATISFIED WERE YOU WITH THE MILITARY
RECRUITER?   AS A WAY OF LIFE DURING YOUR LAST JOB

Q 10 \ Q 15	VERY SATISFIED	SATISFIED	NEITHER SAT NOR DISSAT	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	TOTAL
LIKE IT VERY MUCH	27	10	1	1		
LIKE IT SOMEWHAT	14	7	0.5	0.5		
HAVE NO FEELINGS	8	2	0.5	0		
DISLIKE IT SOMEWHAT	8	4	0.5	0	0	12.5
DISLIKE IT VERY MUCH	13	3	0	0	0	16
TOTAL	70	26	2.5	1.5	0	100

96   1.5

28.5

CHI SQUARE = 21.1055   WITH 16 DEGREES OF FREEDOM.   SIGNIFICANCE = 0.1740.
CRAMER'S V = 0.07394
CONTINGENCY RCOEFFICIENT = 0.14629

The two questions being considered are both built up according to Likert's

scale, from positive to negative.

A short glimpse at the table shows a much more positive attitude

toward their previous job situation than to their present assignment as a

recruiter. An overwhelming 96 percent were previously on the positive side

compared to the present 51 percent, and as few as 1.5 percent were previously

negative compared to the present 28.5 percent.

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The statistics, or tests, in SPSS's crosstabulation program which I utilized were the chi-square, Cramer's V and the contingency coefficient.

CHI-SQUARE is a test of statistical significance. It helps us to determine whether a systematic relationship exists between two variables. As will be seen in Chapter Four, this is my main instrument for testing the previously presented hypotheses (page 12 and 13) and I will explain in some depth what it tells us.

Chi-square testing is done by computing the cell frequencies which would have been expected if no relationship is present between the variables giving the existing row and column totals. The expected cell frequencies are then compared to the actual values found in the table according to the following formula:

$$x^2 = \sum_i \frac{(f_o{}' - f_e{}')}{f_e{}'}$$

where $f_o{}'$ equals the observed frequency in each cell, and $f_e{}'$ equals the expected frequency calculated as:

$$f_e{}' = \frac{c_i \times r_i}{N}$$

where c_i is the frequency in a respective column marginal, r_i is the frequency in a respective row marginal, and N stands for total number of valid cases.

A simple illustration can be made by using the crosstabulation table on the previous page. For example, the observed frequency in the first column, second row is 13. This means that 13 percent of the recruiters were very satisfied in their previous job and dislike very much their present job as recruiter.

The expected value can then be calculated as $f_e{}' = \dfrac{70 \times 16}{965} = 1.161$

In other words, 1.16 percent of the sample (which is 11 recruiters) is expected to display this opinion.

The discrete value of chi-square is therefore: $x^2 = \dfrac{(13 - 1.16)^2}{965} = 0.1453$

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To compute another value let me use column four, row one. The observed

frequency here is 1.

$$f_w' = \frac{1.5 \times 39}{965} = 0.061$$

The expected value is:

The discrete value for chi-square is therefore:

$$x^2 = \frac{(1 - 0.061)^2}{965} = 0.001$$

As can be seen, the greater the discrepancies between the expected

and the actual frequencies, the larger chi-square becomes. In the cross-

tabulation table on page 37, the chi-square is equal to 21.1035, which is

normally considered as a low value.

In order to determine whether a systematic relationship does exist,

it is necessary to ascertain the probability of obtaining a value of chi-

square as large as or larger than the one calculated from the sample, when

in fact the variables are actually independent. This depends, in part, upon

the degrees of freedom.

The *DEGREES OF FREEDOM* vary with the number of rows and columns in

the table, and they are important because the probability of obtaining a

specific chi-square value depends on the number of cells in the table.

Subprogram Crosstabs in SPSS computes the exact probability.

In our table on page 37, a chi-square of 21.1035 is found. The

probability of obtaining a value this large or larger with 16 degrees of

freedom is 0.1746, i.e., less than 1 chance in 18. This means that, even if

the chi-square had been high enough in value to reflect a relationship, the

hypothesis might prove to be wrong in every 17th case.

Whether the risk of making such an error is too high is something

that needs to be addressed and decided upon before the crosstabulation

tables are interpreted. The decision must also be based upon the number of

cases involved. Without going into detailed discussion and justified by the

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large data basis, I decided to apply the very restrictive level of significance of less than 0.0005. In other words, I will not accept hypotheses with less probability for being correct than 99.5 percent. The selected example would, therefore, with a probability of being correct in only 82.54 percent of the cases (100-17.46), have been rejected as invalid.

Understanding this relationship between chi-square significance, which in my cases needs to be 0.0005 or smaller, and the derivative probability of being correct when accepting a hypothesis is important.

It is important to note that a selected level of being correct in at least 99.5 percent of the cases, given the high number of respondents, puts a significant demand on the test battery. In other words, it is not possible to reject the results on the basis of not being valid or reliable.

By itself chi-square helps us only to decide whether our variables are independent or related. It does not tell us how strongly they are related. Several statistics which adjust for these factors are available.

When chi-square is thus adjusted it becomes the basis for assessing the strength of the relationship.

My purpose is to test some hypotheses and, when established as valid, to then extract from and comment on the values as they appear in the table itself. I have, however, applied two tests, Cramer's V and the contingency coefficient, as many of my questions are constructed according to Likert's scale. I will therefore comment on them and refer to the SPSS manual [4] for a more detailed presentation of these and other tests available in the SPSS.

---

[4] Nie, Norman H. and Hull, Hadlai C., SPSS: Statistical Package for the Social Sciences, 2° ed., Mc Graw-Hill, New York, 1975, page 224 - 230.

CRAMER'S V is a suitable measure of association, i.e., a measure of strength of relationship. It is an improved phi-test (which only tests 2x2 tables) and makes correction for the fact that the value of chi-square is directly proportional to the number of cases. Cramer's V takes the value of 0 when no relationship exists, and the value of +1 when the variables are perfectly related. Thus, a large value of V signifies that a high degree of association exists, but without revealing the manner in which the variables are associated.

The Cramer's V value of 0.07394 in our example is therefore considered too small to reveal a relationship.

The CONTINGENCY COEFFICIENT is another measure of association based upon the chi-square.

Its formula is: $c = \left(\dfrac{x^2}{x^2 + N} \right)^{1/2}$

It can be used with a table of any size. Like Cramer's V, it has a minimum value of zero but the maximum value it can take depends on the size of the table, i.e., for a 2x2 table the maximum value is 0.707. For this reason it should only be used to compare tables having the same dimensions, i.e., the same number of rows and columns, like the 5x5 table in our example. The example's value of 0.1462 is, however, considered too small to signify a high degree of association.

The table on page 37 was presented somewhat simplified. The exact SPSS lay-out of our example is presented on the next page. It can be seen that the printed output from subprogram Crosstabs is designed to give a complete representation of a joint distribution in a readily understandable table format.

41

FILE   RECRUIT (CREATION DATE = 86/03/27.)

* * * * * * * * * C R O S S T A B U L A T I O N   O F   * * * * * * * * *

    Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?   BY
    Q15   SATTISFIED WITH MILITARY LIFE LAST JOB?

* *

	COUNT	Q15					
		VERY SAT	SATISFIE	NEITHER	SOMEWHAT	VERY DIS	ROW
ROW PCT		ISFIED		NOR	DISSATI	SATISFIE	TOTAL
COL PCT							
TOT PCT		1.I	2.I	3.I	4.I	5.I	
Q10							
1. LIKE IT VERY MUC	I	262 69.1 38.8 27.2	97 25.6 39.3 10.1	7 1.8 36.8 .7	12 3.2 63.2 1.2	1 .3 25.0 .1	379 39.3
2. LIKE IT SOMEWHAT	I	135 64.3 20.0 14.0	63 30.0 25.5 6.5	5 2.4 26.3 .5	5 2.4 26.3 .5	2 1.0 50.0 .2	210 21.8
3. HAVE NO SP FEEL	I	76 74.5 11.2 7.9	21 20.6 8.5 2.2	3 2.9 15.8 .3	1 1.0 5.3 .1	1 1.0 25.0 .1	102 10.6
4. DISLIKE SOMEWHAT	I	77 67.5 11.4 8.0	33 28.9 13.4 3.4	3 2.6 15.8 .3	1 .9 5.3 .1	0 0 0 0	114 11.8
5. DISLIKE VERY MUC	I	126 78.7 18.6 13.1	33 20.6 13.4 3.4	1 .6 5.3 .1	0 0 0 0	0 0 0 0	160 16.6
COLUMN TOTAL		676 70.1	247 25.6	19 2.0	19 2.0	4 .4	965 100.0

RAW CHI SQUARE = 21.10357 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.1746
CRAMER"S V = .07394
CONTINGENCY COEFFICIENT = .14629

        The heading (between the asterisks) controls the layout and puts

the first variable along the vertical axis and the second variable along the

horizontal axis.

The upper number in each cell counts the absolute frequency; the lower number tells the column percentage. Line number two gives the row percentage while line number three displays the column percentage.

Using the upper left cell in the table on the previous page as an example, it tells us that a total of 262 recruiters like their present assignment very much and were very much satisfied in their previous job. This is 27.2 percent of the total 965 respondents. Further, it is 69.1 percent of those who like their present job very much and 38.8 percent of those who were very satisfied in their previous job.

Row and column totals in absolute numbers and in percentages are given to the right of and under the table, and statistics are printed below.

The *THREE-DIMENSIONAL* crosstabulation table is in lay-out and interpretation similar to the two-dimensional table referred to on page 36.

If our example of a crosstabulation of question 10 by question 15 was further crosstabulated by, for instance, question 20:"How were you selected?" the three tables (each representing one of the three alternatives in question 20) are as presented on the following three pages.

I will not elaborate on the interpretation, as aspects of this will be taken up during the later discussion of hypothesis number three, but would point out that the chi-squares and significances vary greatly. The relationship between how they feel about being a recruiter and how satisfied they were in their previous job seems higher for those who were drafted (table on page 44) than for those who volunteered (table on page 45). The chi-square value is 25.059 with a significance of 0.0688 for the first table, as compared with a lower chi-square of 16.618 and higher significance of 0.4107 (lower probability for a correct hypothesis) in the second table.

43

```
* * * * * * * * *   C R O S S T A B U L A T I O N   O F   * * * * * * * * *

    Q10        HOW DO YOU FEEL ABOUT BEING A RECRUITER?      BY
    Q15        SATTISFIED WITH MILITARY LIFE LAST JOB?

    CONTROLLING FOR..
    Q20        HOW WERE YOU SELECTED?                    VALUE 1. DA SELECTED

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
```

```
                     Q15
             COUNT   I
             ROW PCT IVERY SAT SATISFIE NEITHER  SOMEWHAT VER, DIS   ROW
             COL PCT IISFIED           NOR      DISSATI  SATISFIE   TOTAL
             TOT PCT I      1.I      2.I      3.I      4.I      5.I
Q10          --------I--------I--------I--------I--------I--------I
        1.   I    105 I     21 I      1 I      7 I      0 I    134
LIKE IT VERY MUC I 78.4 I  15.7 I     .7 I    5.2 I      0 I   24.4
             I   25.0 I   18.8 I   16.7 I   70.0 I      0 I
             I   19.1 I    3.8 I     .2 I    1.3 I      0 I
             -I--------I--------I--------I--------I--------I
        2.   I     94 I     25 I      2 I      2 I      1 I    124
LIKE IT SOMEWHAT I 75.8 I  20.2 I    1.6 I    1.6 I     .8 I   22.6
             I   22.4 I   22.3 I   33.3 I   20.0 I  100.0 I
             I   17.1 I    4.6 I     .4 I     .4 I     .2 I
             -I--------I--------I--------I--------I--------I
        3.   I     55 I     12 I      1 I      0 I      0 I     68
HAVE NO SP FEEL  I 80.9 I  17.6 I    1.5 I      0 I      0 I   12.4
             I   13.1 I   10.7 I   16.7 I      0 I      0 I
             I   10.0 I    2.2 I     .2 I      0 I      0 I
             -I--------I--------I--------I--------I--------I
        4.   I     57 I     27 I      1 I      1 I      0 I     86
DISLIKE SOMEWHAT I 66.3 I  31.4 I    1.2 I    1.2 I      0 I   15.7
             I   13.6 I   24.1 I   16.7 I   10.0 I      0 I
             I   10.4 I    4.9 I     .2 I     .2 I      0 I
             -I--------I--------I--------I--------I--------I
        5.   I    109 I     27 I      1 I      0 I      0 I    137
DISLIKE VERY MUC I 79.6 I  19.7 I     .7 I      0 I      0 I   25.0
             I   26.0 I   24.1 I   16.7 I      0 I      0 I
             I   19.9 I    4.9 I     .2 I      0 I      0 I
             -I--------I--------I--------I--------I--------I
        COLUMN     420      112        6       10        1    549
        TOTAL     76.5     20.4      1.1      1.8       .2   100.0
```

RAW CHI SQUARE = 25.05849 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0688
CRAMER"S V = .10682
CONTINGENCY COEFFICIENT = .20893

44

Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?   BY Q15
Q15   SATTISFIED WITH MILITARY LIFE LAST JOB?

CONTROLLING FOR..
Q20   HOW WERE YOU SELECTED?   VALUE 2. VOLUNTEERED

* *

```
                    Q15
            COUNT   I
            ROW PCT IVERY SAT SATISFIE NEITHER  SOMEWHAT VERY DIS   ROW
            COL PCT IISFIED           NOR      DISSATI  SATISFIE  TOTAL
            TOT PCT I    1.I     2.I      3.I      4.I      5.I
Q10         --------I--------I--------I--------I--------I--------I
               1.   I   155  I    75  I     5  I     5  I     1  I   241
    LIKE IT VERY MUC I  64.3  I  31.1  I   2.1  I   2.1  I    .4  I  60.1
                     I  62.8  I  56.8  I  50.0  I  55.6  I  33.3  I
                     I  38.7  I  18.7  I   1.2  I   1.2  I    .2  I
            -I--------I--------I--------I--------I--------I--------I
               2.   I    38  I    36  I     2  I     3  I     1  I    80
    LIKE IT SOMEWHAT I  47.5  I  45.0  I   2.5  I   3.7  I   1.2  I  20.0
                     I  15.4  I  27.3  I  20.0  I  33.3  I  33.3  I
                     I   9.5  I   9.0  I    .5  I    .7  I    .2  I
            -I--------I--------I--------I--------I--------I--------I
               3.   I    20  I     9  I     2  I     1  I     1  I    33
    HAVE NO SP FEEL  I  60.6  I  27.3  I   6.1  I   3.0  I   3.0  I   8.2
                     I   8.1  I   6.8  I  20.0  I  11.1  I  33.3  I
                     I   5.0  I   2.2  I    .5  I    .2  I    .2  I
            -I--------I--------I--------I--------I--------I--------I
               4.   I    17  I     6  I     1  I     0  I     0  I    24
    DISLIKE SOMEWHAT I  70.8  I  25.0  I   4.2  I     0  I     0  I   6.0
                     I   6.9  I   4.5  I  10.0  I     0  I     0  I
                     I   4.2  I   1.5  I    .2  I     0  I     0  I
            -I--------I--------I--------I--------I--------I--------I
               5.   I    17  I     6  I     0  I     0  I     0  I    23
    DISLIKE VERY MUC I  73.9  I  26.1  I     0  I     0  I     0  I   5.7
                     I   6.9  I   4.5  I     0  I     0  I     0  I
                     I   4.2  I   1.5  I     0  I     0  I     0  I
            -I--------I--------I--------I--------I--------I--------I
            COLUMN      247      132       10        9        3       401
             TOTAL     61.6     32.9      2.5      2.2       .7     100.0
```

RAW CHI SQUARE = 16.61782 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.4107
CRAMER"S V = .10179
CONTINGENCY COEFFICIENT = .19948

********** C R O S S T A B U L A T I O N   O F **********

Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?   BY
Q15   SATTISFIED WITH MILITARY LIFE LAST JOB?
CONTROLLING FOR..
Q20   HOW WERE YOU SELECTED?   VALUE 3. OTHER

* *

	Q15			
COUNT I				
ROW PCT IVERY SAT	SATISFIE	NEITHER	ROW	
COL PCT IISFIED		NOR	TOTAL	
TOT PCT I	1.I	2.I	3.I	
Q10				
1. I	2 I	1 I	1 I	4
LIKE IT VERY MUC I	50.0 I	25.0 I	25.0 I	26.7
I	22.2 I	33.3 I	33.3 I	
I	13.3 I	6.7 I	6.7 I	
2. I	3 I	2 I	1 I	6
LIKE IT SOMEWHAT I	50.0 I	33.3 I	16.7 I	40.0
I	33.3 I	66.7 I	33.3 I	
I	20.0 I	13.3 I	6.7 I	
3. I	1 I	0 I	0 I	1
HAVE NO SP FEEL I	100.0 I	0 I	0 I	6.7
I	11.1 I	0 I	0 I	
I	6.7 I	0 I	0 I	
4. I	3 I	0 I	1 I	4
DISLIKE SOMEWHAT I	75.0 I	0 I	25.0 I	26.7
I	33.3 I	0 I	33.3 I	
I	20.0 I	0 I	6.7 I	
COLUMN	9	3	3	15
TOTAL	60.0	20.0	20.0	100.0

RAW CHI SQUARE = 2.50000 WITH 6 DEGREES OF FREEDOM. SIGNIFICANCE = 0.8685
CRAMER"S V = .28868
CONTINGENCY COEFFICIENT = .37796

     The last table. displaying those who were selected through, for instance. reenlistment. consists of only 15 recruiters. This is too small to give a reliable degree of association. Logically, the chi-square value is low with a high significance.

     Note also in this table that the SPSS cuts rows and/or columns if there are no responses in either of them.

DISCUSSION

I will initially present the accumulated data in the same sequence as they were answered. This part may therefore be used as a register, and the questions at issue can be reviewed each time new sets of interrelationships are discussed.

Accumulated data

The answers are given in percent as this gives a better visualization than the nominal data. They are further illustrated by profile tables.

The earlier described frequencies (page 33 - 35) are presented only for those questions where they are relevant. Some of the answers are, for this reason, shortened.

For question 7 a and b, where the recruiters express how comfortable they feel in high schools and in colleges, the calculated frequencies are only for those who have been there.

For question 25, where the recruiters express their prime motivation, the percentages are only for those 604 who volunteered or liked the assignment.

1. What is your primary duty position?
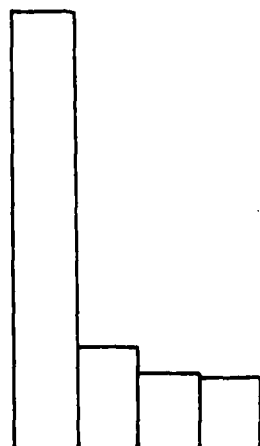
62.3 % Recruiter (Regular Army)

15.2 % Recruiter (USAR)

11.7 % Station Commander

10.8 % Other, specify:.........

47

2. What is your grade?
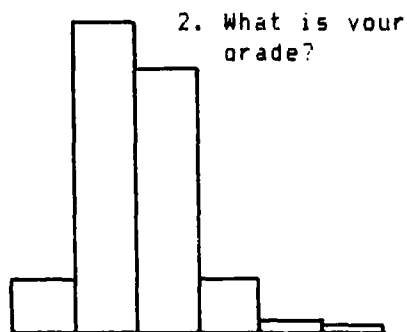
8.2 % E 5	Mean:	2.523
44.1 % E 6	St dev:	0.860
37.6 % E 7	Median:	2.447
8.2 % E 8	Variance:	0.739
1.2 % GS 7	Mode:	2
0.7 % Other	Skewness:	0.703

3. How long have you been assigned to USAREC?
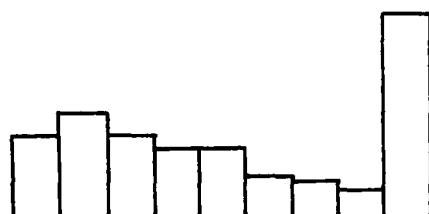
11.1 % Less than 6 months		
14.3 % 6 - 12 months		
11.9 % 13 - 18 months	Mean:	5.207
9.5 % 19 - 24 months	St dev:	4.956
9.4 % 25 - 30 months	Median	4.835
6.4 % 31 - 36 months	Variance:	8.739
5.4 % 37 - 42 months	Mode:	9
3.5 % 43 - 48 months	Skewness:	0.084
28.5 % More than 4 years		

4. What is your age?
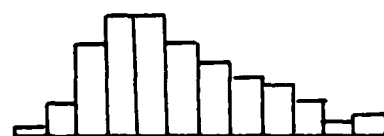
0.6 % Less than 24 years		
4.1 % 24 - 25 years		
12.8 % 26 - 27 years		
17.6 % 28 - 29 years	Mean:	5.745
17.8 % 30 - 31 years	St dev:	2.390
13.1 % 32 - 33 years	Median:	5.328
10.5 % 34 - 35 years	Variance:	5.713
8.7 % 36 - 37 years	Mode:	5
7.2 % 38 - 39 years	Skewness:	0.586
3.7 % 40 - 41 years		
1.5 % 42 - 43 years		
2.4 % Older than 44 years		

5. How many presentations have
   you participated in or made
   in a high school?
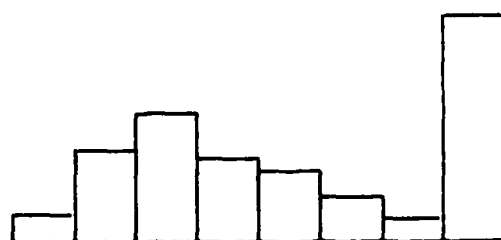
3.2 % None

13.2 % Less than 5

18.0 % 5 - 10   Mean: 5.098
                        St dev: 2.380
12.2 % 11 - 15   Median: 4.795
                        Variance: 5.504
11.4 % 16 - 20   Mode: 8
                        Skewness: 0.020
6.0 % 21 - 25

3.4 % 26 - 30

32.5 % More than 30

6. How many presentations have
   you participated in or made
   in a college?
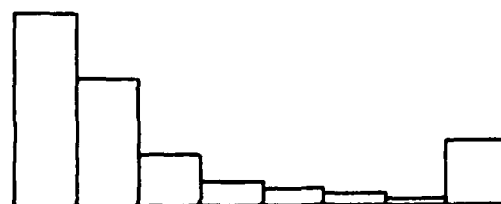
27.2 % Less than 5
18.0 % 5 - 10   Mean: 2.829
7.4 % 11 - 15   St dev: 2.105
3.5 % 16 - 20   Median: 2.193
2.4 % 21 - 25   Variance: 4.430
0.9 % 26 - 30   Mode: 1
9.4 % More than 30   Skewness: 1.387
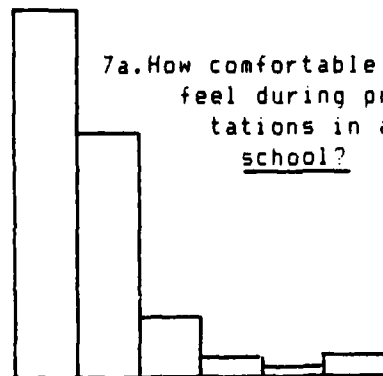
7a. How comfortable do you
    feel during presen-
    tations in a high
    school?

51.6 % Very comfortable

34.0 % Comfortable   Mean: 1.623
                        St dev: 0.801
7.9 % Neither comf nor Median: 1.438
          uncomf   Variance: 0.642
2.7 % Uncomfortable   Mode: 1
                        Skewness: 1.410
0.6 % Very uncomfortable

3.2 % Have not been there

7b. How comfortable do you feel
    during presentations in a
    college?
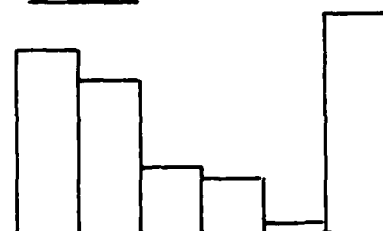
26.4 % Very comfortable

22.2 % Comfortable

10.1 % Neither comf nor Mean: 1.623
          uncomf   St dev: 1.118
8.4 % Uncomfortable   Median: 1.860
                        Variance: 1.249
1.8 % Very uncomfor-   Mode: 1
          table   Skewness: 0.807
31.3 % Have not been there

49
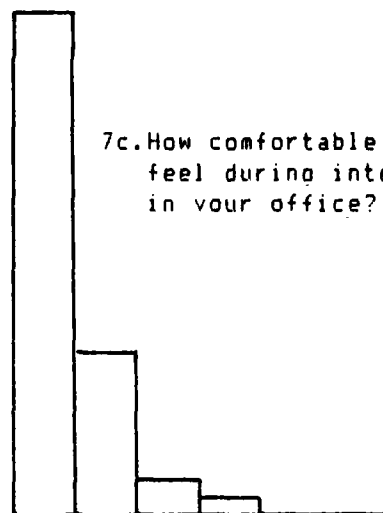
7c. How comfortable do you feel during interviews in your office?

70.9 % Very comfortable

23.1 % Comfortable

4.2 % Neither comf nor uncomf

1.5 % Uncomfortable

0.1 % Very uncomfortable

0.2 % Have not interviewd
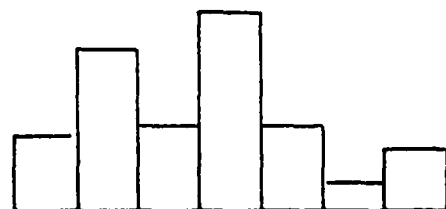
8. What is your preference for your next assignment/enlistment?

11.1 % Reenlist as an On-Production Recruiter

23.3 % Reenlist in USAREC, but not as an On-Production Recruiter.

11.8 % Reenlistment NCO

28.2 % MOS I held before recruiting duty

11.7 % Any assignment outside USAREC

4.5 % Resign from the Army

9.4 % No preference

9. All in all, characterize your performance as a recruiter.
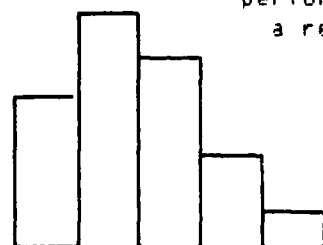
21.2 % Excellent

33.1 % Above average

27.3 % Average

13.4 % Below average

5.0 % Poor

Mean: 2.476
St dev: 1.115
Median: 2.367
Variance: 1.243
Mode: 2
Skewness: 0.428

10. How do you feel about being a recruiter?
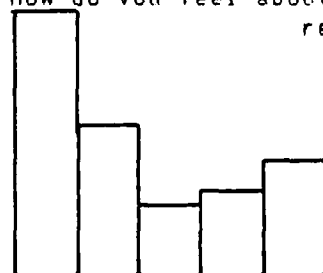
39.3 % Like it very much

21.7 % like it somewhat

10.6 % No special feelings

11.8 % Dislike it somewhat

16.6 % Dislike it very much

Mean: 2.447
St dev: 1.505
Median: 1.993
Variance: 2.266
Mode: 1
Skewness: 0.592

11. Would you recommend recruiting to one of your good friends?
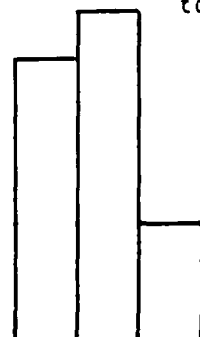
40.0 % Yes

45.6 % No

14.4 % Don't know

50
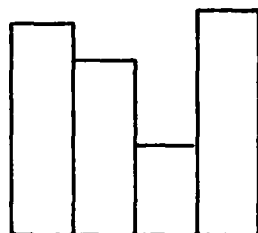
12. Where would you rank recruiting
    as to preference of duty
    assignment? 29.7 % First

                 25.1 % Second

                 13.1 % Third

                 32.1 % Not desired

TRY TO REMEMBER HOW YOU FELT PRIOR TO KNOWING OF YOUR ASSIGNMENT TO USAREC,
AND ANSWER THE FOLLOWING QUESTIONS.
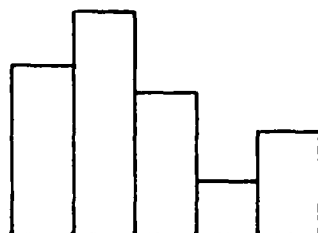
13. What was your last assignment
    before being assigned to   23.8 % Platoon sergeant
                     USAREC?
                                    31.9 % NCO in TOE platoon/company (equiv.)

                                    20.6 % Administrative/staff duty

                                     8.2 % Instructor

                                    15.5 % Other,specify:.......
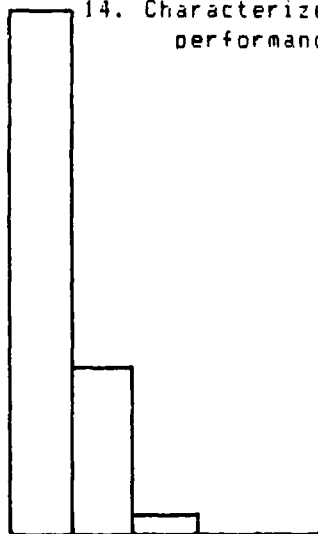
14. Characterize your job
    performance in your
    last job.
                                                      Mean: 1.285

                      73.8 % Excellent   St dev: 0.508

                      24.2 % Above average   Median: 1.178

                       1.8 % Average   Variance: 0.258

                       0.1 % Below average   Mode: 1

                       0.1 % Poor   Skewness: 1.794
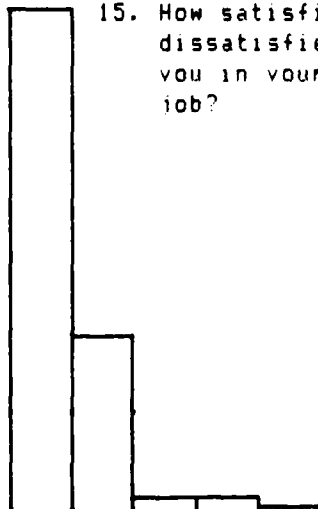
15. How satisfied or
    dissatisfied were
    you in your last
    job?   70.0 % Very satisfied   Mean: 1.371

                      25.6 % Satisfied   St dev: 0.664

                       2.0 % Neither satisfied   Median: 1.214
                              nor dissatisfied
                       2.0 % Somewhat dis-   Varianse: 0.441
                              satisfied
                       0.4 % Very dissatisfied   Mode: 1

                      51   Skewness: 2.291

16. What post high school education
did you have?
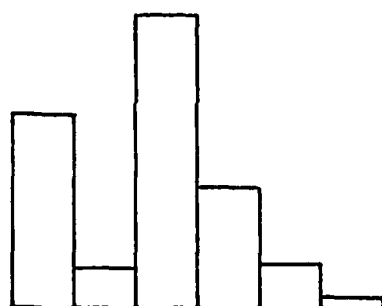
27.2 % No post high school

6.3 % Civilian trade school

41.5 % Two years of college or less

17.2 % Associate college degree or
more than 2 years but no degree

6.5 % College (Baccalaureate)

1.3 % Post college(Masters or Doctorate)

17. What did you know about
recruiting duties before
your assignment
to USAREC?
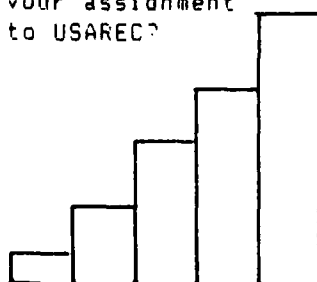
4.5 % I had a thorough knowledge

11.0 % Some, and positively discussed

20.5 % Some, and realistically presented

26.4 % Some, but negatively discussed

37.6 % Absolutely nothing
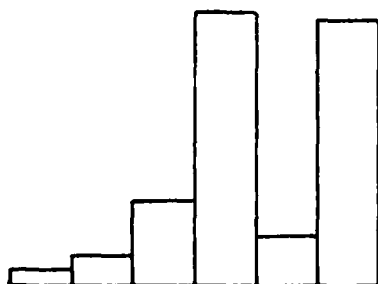
18. Who, if anyone, provided
you with this knowledge?

2.0 % Commanding officers

3.5 % Other officers in my unit

11.9 % Outsiders (traveling teams,
recruiters etc)

38.0 % NCO colleagues who had experience
as recruiters

7.0 % Other NCO colleagues

37.6 % None

TRY TO REMEMBER HOW YOU FELT JUST PRIOR TO OR DURING THE SELECTION PROCESS AS
YOU WERE ABOUT TO BE ASSIGNED TO USAREC.

19. Do you know whether or not
you were recommended to the
selection board?
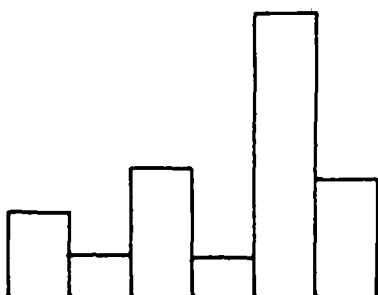
12.2 % Yes, by my battalion commander

6.1 % Yes, by my company commander

18.6 % Yes, by USAREC personnel(recr..
selection teams etc)

5.6 % Yes, by others, specify:......

40.4 % No, I don't know

17.1 % No, I was not recommended by any-
one

52

20. How were you selected?
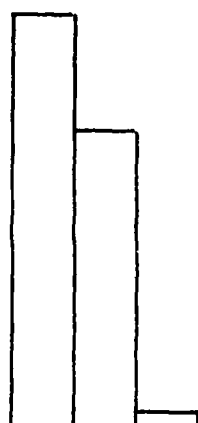
56.9 % DA selection

41.5 % Volunteered

1.6 % Other, specify:.............

21. How were you informed
about the selection?
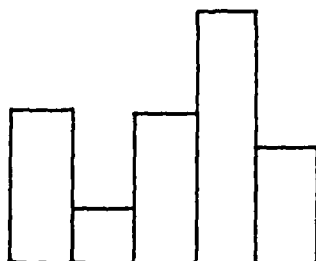
21.0 % Personally by my commander

7.4 % Personally (telephone) by MILPERCEN

20.8 % By receipt of the survey package

34.8 % In a written order

16.0 % Other, specify:...........

22. What was your participation
in the selection process?
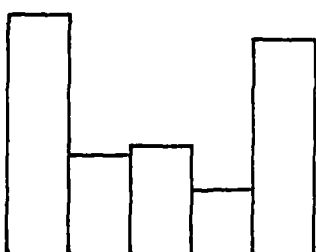
33.1 % High, and I was given full freedom
to choose

14.1 % Some, and I could have refused

14.6 % Some, but I did not feel that I had
any influence

8.7 % Scarce, I was ordered to at least
try

29.5 % None, I was strictly ordered

23. What were your feelings
about being selected?

45.4 % Liked it very much   Mean: 2.342

15.5 % Liked it somewhat   St dev: 1.492

12.7 % No sp feelings   Median: 1.797

12.3 % Disliked it some-   Variance: 2.227
what

14.1 % Disliked it very   Mode: 1
much
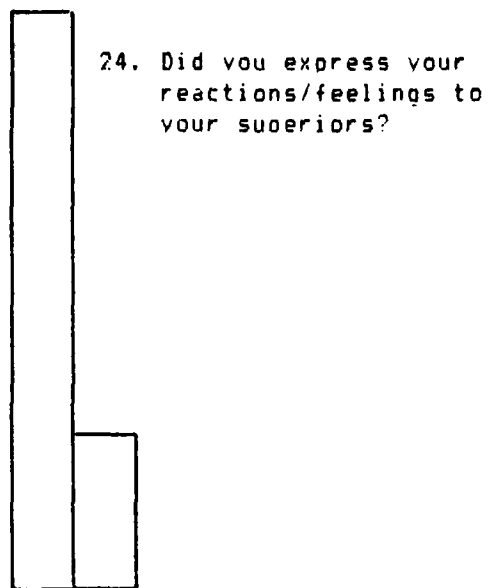
Skewness: 0.646

53

24. Did vou express vour
    reactions/feelings to
    vour suoeriors?

79.2 % Yes

20.8 % No

25. If vou volunteered or liked the
    assignment. what was vour orime
    motivation?

55.9 % The iob challenoe
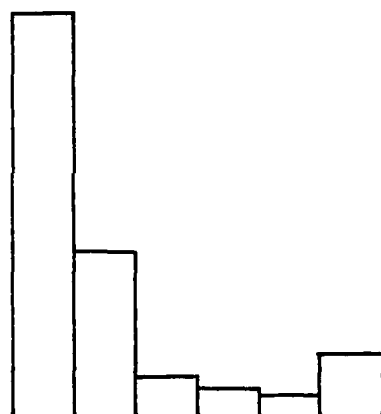
23.3 % Better oromotion oossibilities

 4.6 % Incentive oav

 4.0 % Avoid other jobs/tour overseas

 3.5 % Dislike for present assionment

 8.8 % Others, specifv:..............

Hypothesis 1: THERE IS RARELY ANY KNOWLEDGE ABOUT RECRUITING
DUTIES BEFORE ASSIGNMENT TO USAREC.

This hypothesis was specifically addressed in question 17: "What did you know about recruiting duties before your assignment to USAREC?".

It might be wrong to state that this question is built strictly according to Likert's scale as the middle point might incorporate elements on either side of it. This is why I did not put up the frequency statisics in the results presented on page 52. With this limitation in mind, and the fact that the scale is built from "thorough" to "nothing" and adjusted from positive to negative, let me present the answers and the calculated frequencies.

17. What did you know about recruiting duties before your assignment to USAREC?

Mean: 3.818

4.5 % I had a thorough knowledge — St dev: 1.179

11.0 % Some, and positively discussed — Median: 4.031

20.5 % Some, and realistically presented — Variance: 1.390

26.4 % Some, but negatively discussed — Skewness: -0.701

37.6 % Absolutely nothing
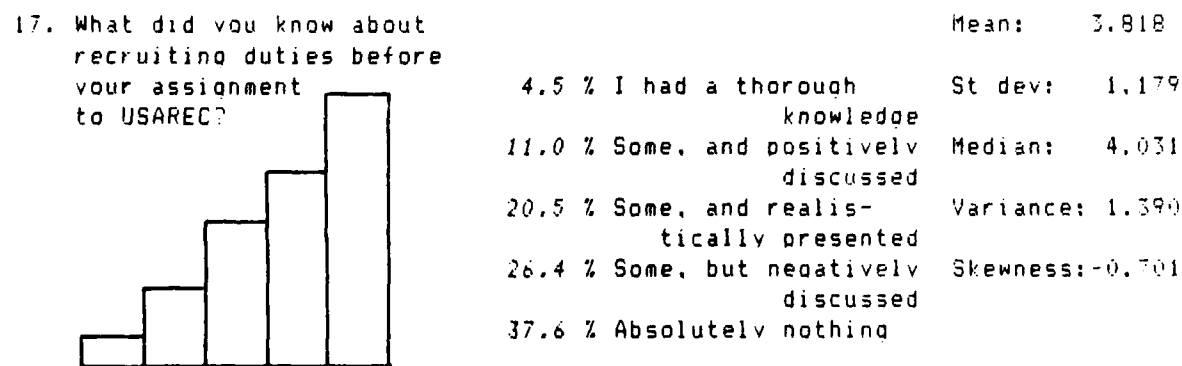
As seen in the presentation of the accumulated data (page 47 - 54) this is the only question leaning totally toward the negative side. It has a large negative skewness, the mode tells that "absolutely nothing" was the most frequent answer and the mean is on the right (negative) side in the column "some, but negatively discussed". The discouraging answer, where a total of 64 percent answered either "absolutely nothing" or "some, but negatively discussed", is in accordance with earlier studies[5]. The quantification of

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[5] Graham, Warren R., Brown, George H., King, William L., White, Leonore and Wood, Mark D., A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization, Virginia, Apr 1975, page 38.
See page 23.   55

two-thirds of the recruiters is, however, so high that it is necessary to

follow up by studying what implications this has on their performance, etc.

* * * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * *

Q17   DID YOU KNOW ABOUT RECRUITING DUTIES?   By
Q09   CHARACTERIZE YOUR PERFORMANCE AS RECRUITER

* *

	Q9					
COUNT I						
ROW PCT IEXCELLEN	ABOVE A	AVERAGE	BELOW A	POOR		ROW
COL PCT IT	VERAGE		VERAGE			TOTAL
TOT PCT I	1.I	2.I	3.I	4.I	5.I	

Q17

	EXCELLENT 1.I	ABOVE AVERAGE 2.I	AVERAGE 3.I	BELOW AVERAGE 4.I	POOR 5.I	ROW TOTAL
1. THOROUGH KNOWLED	20 I 46.5 I 9.7 I 2.1	17 I 39.5 I 5.3 I 1.8	5 I 11.6 I 1.9 I .5	0 I 0 I 0 I 0	1 I 2.3 I 2.1 I .1	43 4.5
2. SOME.POS DISCUSS	29 I 27.4 I 14.1 I 3.0	44 I 41.5 I 13.8 I 4.6	24 I 22.6 I 9.1 I 2.5	7 I 6.6 I 5.4 I .7	2 I 1.9 I 4.2 I .2	106 11.0
3. SOME.REA PRESENT	46 I 23.2 I 22.3 I 4.8	68 I 34.3 I 21.3 I 7.0	60 I 30.3 I 22.8 I 6.2	18 I 9.1 I 14.0 I 1.9	6 I 3.0 I 12.5 I .6	198 20.5
4. SOME.NEG DISCUSS	31 I 12.2 I 15.0 I 3.2	82 I 32.2 I 25.7 I 8.5	58 I 22.7 I 22.1 I 6.0	61 I 23.9 I 47.3 I 6.3	23 I 9.0 I 47.9 I 2.4	255 26.4
5. ABSOLUT NOTHING	80 I 22.0 I 38.8 I 8.3	108 I 29.8 I 33.9 I 11.2	116 I 32.0 I 44.1 I 12.0	43 I 11.8 I 33.3 I 4.5	16 I 4.4 I 33.3 I 1.7	363 37.6
COLUMN TOTAL	206 21.3	319 33.1	263 27.3	129 13.4	48 5.0	965 100.0

RAW CHI SQUARE = 86.17727 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .14942
CONTINGENCY COEFFICIENT = .28632

The exact chi-square in the table is computed to be 86.17727 which

is considered high and signifies a relationship between knowledge and their

performance. The significance is 0.0000 which tells us that the probability of obtaining a value this large or larger is less than 1 chance in 10,000; so we can conclude that this chi-square is very large indeed.

This is a 5x5 table, and the contingency coefficient of 0.28632 is considered high enough to justify the hypothesis. The sample is, however, not correlated along any diagonals, mostly because of the 52 percent who knew absolutely nothing and still do better than average.

The table shows that 86 percent of those who had thorough knowledge and 69 percent of those who had been given a positive presentation do above average or better, compared with 52 and 44 percent of those who knew nothing or were given negative information. On the other side, only 2 and 9.5 percent of those who had a positive or thorough knowledge do less than average, compared with 16.2 and 33 percent of those who knew nothing or were given a negative presentation.

SUMMARY. There is a valid relationship between the recruiters knowledge about recruiting duties before they were assigned to USAREC and their performance as recruiters.

The probability of doing better than average is 1.5 times greater for those who are provided a thorough or positive knowledge as compared to those who knew nothing or were given negative information.

The probability of doing below average or poor is 5.5 times greater for those who knew nothing or had received a negative presentation as compared to those who had been provided a thorough or positive knowledge.

Among those who had been given a realistic presentation 57.3 percent do better than average, 30.3 percent feel they do an average job, and only 12.1 percent feel they do "below average" or "poor".

********* C R O S S T A B U L A T I O N   O F *********

Q17   DID YOU KNOW ABOUT RECRUITING DUTIES?   By
Q12   RANK RECRUITING AS A DUTY ASSIGNMENT?

* *

```
                  Q12
           COUNT  I
           ROW PCT IFIRST    SECOND    THIRD     NOT     D  ROW
           COL PCT I                            ESIRED      TOTAL
           TOT PCT I     1.I      2.I       3.I      4.I
Q17        --------I--------I--------I--------I--------I
             1.  I    25  I    11  I     1  I     6  I    43
THOROUGH KNOWLED I  58.1  I  25.6  I   2.3  I  14.0  I   4.5
                 I   8.7  I   4.5  I    .8  I   1.9  I
                 I   2.6  I   1.1  I    .1  I    .6  I
          -I--------I--------I--------I--------I--------I
             2.  I    41  I    34  I     9  I    22  I   106
SOME.POS DISCUSS I  38.7  I  32.1  I   8.5  I  20.8  I  11.0
                 I  14.3  I  14.0  I   7.1  I   7.1  I
                 I   4.2  I   3.5  I    .9  I   2.3  I
          -I--------I--------I--------I--------I--------I
             3.  I    67  I    59  I    31  I    41  I   198
SOME.REA PRESENT I  33.8  I  29.8  I  15.7  I  20.7  I  20.5
                 I  23.3  I  24.4  I  24.6  I  13.2  I
                 I   6.9  I   6.1  I   3.2  I   4.2  I
          -I--------I--------I--------I--------I--------I
             4.  I    47  I    49  I    38  I   121  I   255
SOME.NEG DISCUSS I  18.4  I  19.2  I  14.9  I  47.5  I  26.4
                 I  16.4  I  20.2  I  30.2  I  39.0  I
                 I   4.9  I   5.1  I   3.9  I  12.5  I
          -I--------I--------I--------I--------I--------I
             5.  I   107  I    89  I    47  I   120  I   363
ABSOLUT NOTHING  I  29.5  I  24.5  I  12.9  I  33.1  I  37.6
                 I  37.3  I  36.8  I  37.3  I  38.7  I
                 I  11.1  I   9.2  I   4.9  I  12.4  I
          -I--------I--------I--------I--------I--------I
         COLUMN     287      242      126      310      965
         TOTAL     29.7     25.1     13.1     32.1    100.0
```

RAW CHI SQUARE = 76.61654 WITH 12 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .16268
CONTINGENCY COEFFICIENT = .27121

The chi-square is as high as 76.61654 and the significance as low as
0.0000, which tells us that there exist a relationship between their knowledge
about recruiting duties before they were assigned to USAREC and their later

preference of recruiting as a duty assignment. This can also be expressed as
a level of probability for a correct hypothesis that is higher than 99.99
percent.

This is a 5x4 table and Cramer's V is too low to state that the
relationship is specifically strong.

The table displays that 58.1 percent of those who had been given a
thorough knowledge rank recruiting as their most preferable future assign-
ment. This is 3.2 times as many as those who previously had been negatively
informed and twice as many as those who knew absolutely nothing.

On the other side of the scale, 14 percent of those with a thorough
knowledge do not want recruiting as their next assignment. The corresponding
percentage for those who knew nothing is 33.1, which is 2.4 times higher.
The percentage for those with negative information is 47.5, which is 3.4
times higher than for those with a thorough knowledge.

The pattern is further emphasized by considering the first and second
column versus the third and fourth. Then 83.7 percent of those with thorough
knowledge and 70.8 percent of those with some and positive knowledge would
rank recruiting either first or second; while 62.4 percent of those with
negative knowledge and 46 percent of those with absolutely no knowledge would
rank it third or as undesired.

SUMMARY. There is a valid relationship between the recruiters' know-
ledge about recruiting duties before they were assigned to USAREC and their
later preference for a recruiting assignment. Those who were given a realis-
tic, positive or thorough knowledge rank a recruiting assignment far higher
than those who knew nothing or were given a negative presentation. The more
previous knowledge, the higher they rank a recruiting assignment.

59

This is a 5x3 table and Cramer's V is barely high enough to tell us about an average strength in the relationship.

The table is interesting in that it displays an almost 50/50 percentage between DA selected recruiters and volunteers. The third column with 15 recruiters is, as earlier commented (page 46), of insignificant importance.

By looking at and highlighting the first and second columns it is easy to observe a significant shift between volunteers and "draftees" as a function of knowledge.

Starting at the top, 69.8 percent of those with thorough knowledge had volunteered. This level drops to 66 percent of those who had some, but positive information. It further drops to a breaking point at 55.1 percent for those who had some, and realistically presented information. The weight then shifts to the left column displaying that 70.2 percent of those with a negative presentation had been "drafted", and that the percentage of "draftees" was 66.1 for those who had not been provided any information at all.

I have so far only used row totals when extracting information from the tables. Let me, however, here use column percentages from column one, displaying that 32.6 percent of the "draftees" had some, but negative information and that another 43.7 percent of them knew absolutely nothing, in order to state that altogether 76.3 percent of the "draftees" were poorly informed.

SUMMARY. There is a valid relationship betwen knowledge about recruiting duties before they were assigned to USAREC and how they were selected. Volunteers have a more thorough and positive knowledge than DA-selected recruiters. DA selection provides for the most part uninformed or negatively informed recruiters.

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********** C R O S S T A B U L A T I O N   O F **********

Q17   DID YOU KNOW ABOUT RECRUITING DUTIES?   BY
Q22   DID YOU PARTICIPATE IN SELECTION PROCESS?

* *

	Q22					
COUNT ROW PCT COL PCT TOT PCT	HIGH. I COULD CH 1.I	SOME. I COULD RE 2.I	SOME.BUT NO INFL 3.I	SCARCE. ORD TRY 4.I	NONE. I WAS ORDE 5.I	ROW TOTAL
Q17						
1. THOROUGH KNOWLED	29 67.4 9.1 3.0	7 16.3 5.1 .7	3 7.0 2.1 .3	1 2.3 1.2 .1	3 7.0 1.1 .3	43 4.5
2. SOME.POS DISCUSS	60 56.6 18.8 6.2	14 13.2 10.3 1.5	15 14.2 10.6 1.6	1 .9 1.2 .1	16 15.1 5.6 1.7	106 11.0
3. SOME.REA PRESENT	83 41.9 26.0 8.6	38 19.2 27.9 3.9	26 13.1 18.4 2.7	8 4.0 9.5 .8	43 21.7 15.1 4.5	178 20.5
4. SOME.NEG DISCUSS	60 23.5 18.8 6.2	20 7.8 14.7 2.1	45 17.6 31.9 4.7	46 18.0 54.8 4.8	84 32.9 29.5 8.7	255 26.4
5. ABSOLUT NOTHING	87 24.0 27.3 9.0	57 15.7 41.9 5.9	52 14.3 36.9 5.4	28 7.7 33.3 2.9	139 38.3 48.8 14.4	363 37.6
COLUMN TOTAL	319 33.1	136 14.1	141 14.6	84 8.7	285 29.5	965 100.0

RAW CHI SQUARE = 138.83431 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .18965   CONTINGENCY COEFFICIENT = .35465

The chi-square in this relationship is extremely high (138.83431),
and the significance is extremely low (0.0000). This tells us that there
exists a relationship between their knowledge about recruiting duties before
they were assigned to USAREC and how they felt about their own participation
in the selection process. This is stated with a probability higher than
99.99 percent.

The reason behind the high contingency coefficient is found by studying the column percentages, and simultaneously extracting the most interesting information from the table. As can be seen, the column totals from left (positive) to right (negative) in question 22 are 33.1, 14.1, 14.6, 8.7 and 29.5 percent. When setting this up against the level of knowledge, the main portion (53.9 percent) of the 33 percent who felt a high degree of participation had thorough, positive or realistic information. The main portion (52.9 percent) of those 14.1 percent who felt they had some influence are found among those who had some (negative, realistic or positive) knowledge. The main portion (87.2 percent) of those 14.6 percent who felt some level of participation but without any influence are found on the lower half of the knowledge scale. A significant shift appears when regarding those who felt scarce or no level of participation in the process. The main portion of these, 87.8 and 78.3 percent respectively, state that they knew nothing or had a negative presentation of a recruiting assignment.

SUMMARY There is a valid relationship between their knowledge about recruiting duties before they were assigned to USAREC and how they felt about their own participation in the selection process. Those who had some knowledge experienced a higher level of participation, while those with negative or no knowledge experienced an extremely low level of participation in their own selection as recruiters.

The last table I will present while commenting on the level of knowledge concerns the relationship between this level and what motivated them to apply for or made them like the assignment.

********** C R O S S T A B U L A T I O N   O F **********

Q17   DID YOU KNOW ABOUT RECRUITING DUTIES?   BY
Q25   WHAT WAS YOUR PRIME MOTIVATION?

****

	Q25							
COUNT								
ROW PCT	THE JOB	PROMOT.	INCENTIV	AVOID OT	DISLIKE	OTHER		ROW
COL PCT	CHALLENG	POSSIBIL	E PAY	HER JOBS	PRES ASM			TOTAL
TOT PCT	-0I	1.I	2.I	3.I	4.I	5.I	6.I	
1.	5	28	7	1	1	0	1	43
THOROUGH	11.6	65.1	16.3	2.3	2.3	0	2.3	4.5
KNOWLED	1.4	8.3	5.0	3.6	4.2	0	1.9	
	.5	2.9	.7	.1	.1	0	.1	
2.	12	59	19	4	4	1	7	106
SOME.POS	11.3	55.7	17.9	3.8	3.8	.9	6.6	11.0
DISCUSS	3.3	17.5	13.5	14.3	16.7	4.8	13.2	
	1.2	6.1	2.0	.4	.4	.1	.7	
3.	45	91	38	8	4	4	8	198
SOME.REA	22.7	46.0	19.2	4.0	2.0	2.0	4.0	20.5
PRESENT	12.5	27.0	27.0	28.6	16.7	19.0	15.1	
	4.7	9.4	3.9	.8	.4	.4	.8	
4.	134	58	36	4	5	8	10	255
SOME.NEG	52.5	22.7	14.1	1.6	2.0	3.1	3.9	26.4
DISCUSS	37.1	17.2	25.5	14.3	20.8	38.1	18.9	
	13.9	6.0	3.7	.4	.5	.8	1.0	
5.	165	101	41	11	10	9	27	363
ABSOLUT	45.5	27.8	11.3	3.0	2.8	2.2	7.4	37.6
NOTHING	45.7	30.0	29.1	39.3	41.7	38.1	50.9	
	17.1	10.5	4.2	1.1	1.0	.8	2.8	
COLUMN	361	337	141	28	24	21	53	
TOTAL	37.4	34.9	14.6	2.9	2.5	2.2	5.5	

RAW CHI SQUARE = 126.26722 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .18086
CONTINGENCY COEFFICIENT = .34016

As this table also includes in column 0 those 361 recruiters who
neither volunteered nor liked the assignment, it is not correct to assess
this topic through a strict crosstabulation procedure. I will therefore only
comment on the observed values in column 1 to 6. Note also that the total

column percentages deviate proportionally from the earlier presentation
of question 25 (see pages 47 and 54).

It might be considered somewhat artificial to attempt to evaluate
and rank the different motivating factors. It seems, however, that motivation
through job challenge is better than personal incentives, higher promotion
probabilities or additional pay, and by far better than being motivated by
wanting to avoid other assignments or the present job situation.

When looking at the responses, column by column, the following pattern appears:
- 52.8 percent of those who were motivated by the job challenge are found in
  the upper half of the knowledge scale (thorough, positive or realistic)
- 54.6 percent of those who were motivated by the prospect of higher
  promotion possibilities and 53.6 percent of those who were motivated by
  incentive pay are found in the lower scale (negative or no knowledge)
- 41.7 percent of those who were motivated by wanting to avoid other
  undesired jobs or to escape from their present jobs (38.1 percent) are found
  on the very bottom of the knowledge scale (absolutely no knowledge).

It is also interesting to notice that 82.8 percent of those who did
not answer this question (those who either disliked or had no special
feelings about being selected) are found on the lowest part of the knowledge
scale (negative or no knowledge).

SUMMARY. Those with a thorough knowledge or a positive and realistic
presentation of recruiting are more motivated by the job challenge. Those
with less or negative previous information are more motivated by incentives
or by avoiding other jobs. Almost half of those who either disliked or had
no special feelings about recruiting assignments have received absolutely no
previous information about recruiting duties.

65

Hypothesis 2: LOCAL INFLUENCE OR OPINION APPEARS

MORE DISCOURAGING THAN ENCOURAGING.

This hypothesis was selected in order to identify and evaluate the flow of local information. It is closely linked to Hypothesis 10: "Most of the potential recruiter's knowledge about recruiting duties is acquired from NCO colleagues who have had experience as recruiters". As it also is linked to the stated lack of information, I selected to treat this aspect as a separate hypothesis, a sort of bridge between H 1 and H 10.

Central in testing this hypothesis is question 25 which divides the respondents into two distinct groups. On one side there are those who volunteered or liked the assignment (later called positive), and on the other side are those who disliked, or at best were ambivalent to, the selection (later called negative). I could also have used question 23: "What were your feelings about being selected?", but would then have included volunteers who disliked the assignment.

To start by looking at what implications the lack of information has on the recruiters' performance, well-being, etc., let me first tie it to the former table (page 64). Column 0, which is displaying the negative recruiters, tells us that 45.7 percent of them had absolutely no previous information about recruiting duties at all. Looking at the other side of the scale (the upper part of the column), extremely few with either thorough knowledge (1.4 percent) or with some and positive information (3.3 percent) disliked being selected.

SUMMARY. The lack of previous information about recruiting duties is one of the major reasons why many recruiters dislike, or feel ambivalent toward, being selected for a recruiting assignment. Positive and realistically presented information reduces this negative attitude.

66

********** C R O S S T A B U L A T I O N   O F **********

Q25   WHAT WAS YOUR PRIME MOTIVATION?   BY
Q09   CHARACTERIZE YOUR PERFORMANCE AS A RECRUITER

* *

		Q9					
COUNT ROW PCT COL PCT TOT PCT	I I I I I	EXCELLEN IT 1. I	ABOVE A VERAGE 2. I	AVERAGE 3. I	BELOW A VERAGE 4. I	POOR 5. I	ROW TOTAL
Q25							
-0	I I I I	33 9.1 16.0 3.4	91 25.2 28.5 9.4	120 33.2 45.6 12.4	78 21.6 60.5 8.1	39 10.8 81.3 4.0	361 37.4
1. THE JOB CHALLENG	I I I I	117 34.7 56.8 12.1	127 37.7 39.8 13.2	66 19.6 25.1 6.8	24 7.1 18.6 2.5	3 .9 6.3 .3	337 34.9
2. PROMOT. POSSIBIL	I I I I	28 19.9 13.6 2.9	57 40.4 17.9 5.9	39 27.7 14.8 4.0	14 9.9 10.9 1.5	3 2.1 6.3 .3	141 14.6
3. INCENTIVE PAY	I I I I	8 28.6 3.9 .8	8 28.6 2.5 .8	6 21.4 2.3 .6	6 21.4 4.7 .6	0 0 0 0	28 2.9
4. AVOID OTHER JOBS	I I I I	6 25.0 2.9 .6	8 33.3 2.5 .8	8 33.3 3.0 .8	1 4.2 .8 .1	1 4.2 2.1 .1	24 2.5
5. DISLIKE PRES ASM	I I I I	5 23.8 2.4 .5	5 23.8 1.6 .5	8 38.1 3.0 .8	3 14.3 2.3 .3	0 0 0 0	21 2.2
6. OTHER	I I I I	9 17.0 4.4 .9	23 43.4 7.2 2.4	16 30.2 6.1 1.7	3 5.7 2.3 .3	2 3.8 4.2 .2	53 5.5
COLUMN TOTAL		206 21.3	319 33.1	263 27.3	129 13.4	48 5.0	965 100.0

RAW CHI SQUARE = 157.90770 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .20226   CONTINGENCY COEFFICIENT = .37500

With respect to the negative recruiters (see page 66), this is an important table. Let me first quickly run through the methodology by stating that there exists a high relationship between the recruiters motivation and how they perform (chi-square is 157.90770 and Cramer's V is 0.20226).

A very distinctive difference is seen between the negative (row 0) and the positive recruiters (row 1 to 6). Among the 129 recruiters who feel they do below average, 60.5 percent belong to the negative, and out of the 48 recruiters who feel they do poorly, i.e., have great difficulties with making their mission box, 81.3 percent belong to the same negative group. On the other hand, only 16 percent of the negative feel they do an excellent job as compared to 84 percent for the positive, and only 28.5 percent feel they do above average as compared to 71.5 percent for the positive.

This can also be visualized by looking at the row percentages, but do not disregard the inflationary effect of being asked to evaluate one's own performance.
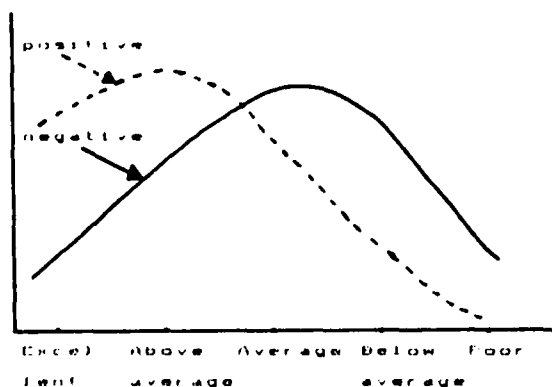
The most common answer is "average" (33.2 percent) among the negative recruiters, and the main portion (65.5 percent) is found from average and below. The most common answer is "above average" among the positive recruiters, and the main portion is found as above average or excellent.

SUMMARY. Recruiters who neither volunteered nor liked the assign- ment characterize their own performance far lower than those who either volunteered or liked being selected to a recruiting assignment.

Q25   WHAT WAS YOUR PRIME MOTIVATION?   BY Q10
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

	Q10					
COUNT I ROW PCT COL PCT TOT PCT	ILIKE IT IVERY MUC 1.I	LIKE IT SOMEWHAT 2.I	HAVE NO SP FEEL 3.I	DISLIKE SOMEWHAT 4.I	DISLIKE VERY MUC 5.I	ROW TOTAL
Q25						
-0	61 16.9 16.1 6.3	69 19.1 32.9 7.2	47 13.0 46.1 4.9	62 17.2 54.4 6.4	122 33.8 76.3 12.6	361 37.4
1. THE JOB CHALLENG	218 64.7 57.5 22.6	67 19.9 31.9 6.9	17 5.0 16.7 1.8	24 7.1 21.1 2.5	11 3.3 6.9 1.1	337 34.9
2. PROMOT. POSSIBIL	59 41.8 15.6 6.1	37 26.2 17.6 3.8	20 14.2 19.6 2.1	15 10.6 13.2 1.6	10 7.1 6.3 1.0	141 14.6
3. INCENTIVE PAY	8 28.6 2.1 .8	10 35.7 4.8 1.0	3 10.7 2.9 .3	3 10.7 2.6 .3	4 14.3 2.5 .4	28 2.9
4. AVOID OTHER JOBS	8 33.3 2.1 .8	9 37.5 4.3 .9	4 16.7 3.9 .4	1 4.2 .9 .1	2 8.3 1.2 .2	24 2.5
5. DISLIKE PRES ASM	7 33.3 1.8 .7	5 23.8 2.4 .5	5 23.8 4.9 .5	3 14.3 2.6 .3	1 4.8 .6 .1	21 2.2
6. OTHER	18 34.0 4.7 1.9	13 24.5 6.2 1.3	6 11.3 5.9 .6	6 11.3 5.3 .6	10 18.9 6.3 1.0	53 5.5
COLUMN TOTAL	379 39.3	210 21.8	102 10.6	114 11.8	160 16.6	965 100.0

RAW CHI SQUARE = 257.43216 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .25825   CONTINGENCY COEFFICIENT = .45890

This chi-square relationship is extremely high, in fact one of the highest values observed in the survey, 257.43216. The significance is 0, meaning with 100 percent probability that there exists a relationship between their initial motivation and their later feelings about being a recruiter.

The table is highly logical, and I planned initially to either bypass it or briefly comment on it as self-explanatory. I have, however, come across a belief during the earlier phases of the study that it does not matter how poorly motivated a selected recruiter is, because he will be "enlightened" and motivated through a recruiter course at USAREC and through later practice at his recruiting battalion. I suspect this attitude is the basis for the quoted Commander s Note (see page 21).

Let me use this table to demonstrate that this belief is wrong. Before elaborating on the table, note, however, that the vertical question 25 refers to a time period before their selection, and that the horizontal question refers to their present situation as active recruiters.

The table tells that the majority of the initially negative rec- ruiters (33.8 percent) still "dislike very much" being recruiters, which is 76.3 percent of the 160 who feel this extreme discomfort. More than half of them (51 percent) dislike either somewhat or very much being recruiters, as compared to a small number (less than 15 percent) of those who were motivated before being assigned. I might have to make some justification for those 16.9 percent and for some of those 19.1 percent negative who liked being recruiters; but I feel confident that the described belief is obscuring the importance of a recruiter s initial motivation.

SUMMARY. There exists a strong relationship between initial motivation and later feelings about being recruiters. Those who were initially motivated later feel far better about being recruiters than those who were negative or ambivalent to the selection. Initial negativism seems to be maintained during the assignment.

The next table (page 72) is logical and self-explanatory. It is another table with a high chi-square value and the distinct value of ⁰ for the significance, stating a 100 percent probability for a relationship. The relationship here is between the initial motivation and whether or not they would recommend a recruiting assignment to one of their good friends.

It states that most of the initially negative recruiters (68.1 percent) would not recommend a recruiting assignment with 15.2 percent answering that they don't know. The remaining 16.6 percent who still answered they would recommend it comprise only 60 recruiters (6.2 percent of the total). The corresponding number for the positive motivated recruiters is 326 which is 54 percent.

SUMMARY. There exists a relationship between the initial motivation of recruiters and whether or not they would recommend a recruiting assignment to one of their good friends. More than two-thirds of the initially negative recruiters would not recommend such as assignment while more than one half of the positive recruiters would.

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********** C R O S S T A B U L A T I O N   O F **********

Q25   WHAT WAS YOUR PRIME MOTIVATION?   By
Q15   SATISFIED WITH MILITARY LIFE LAST JOB?

* *

		Q15					
COUNT	I						
ROW PCT	IVERY SAT	SATISFIE	NEITHER	SOMEWHAT	VERY DIS	ROW	
COL PCT	IISFIED		NOR	DISSATI	SATISFIE	TOTAL	
TOT PCT	I 1.I	2.I	3.I	4.I	5.I		
Q25	--------I--------I--------I--------I--------I--------I						
-0	I 288 I	63 I	4 I	5 I	1 I	361	
	I 79.8 I	17.5 I	1.1 I	1.4 I	.3 I	37.4	
	I 42.6 I	25.5 I	21.1 I	26.3 I	25.0 I		
	I 29.8 I	6.5 I	.4 I	.5 I	.1 I		
	-I--------I--------I--------I--------I--------I						
1.	I 228 I	98 I	5 I	5 I	1 I	337	
THE JOB CHALLENG	I 67.7 I	29.1 I	1.5 I	1.5 I	.3 I	34.9	
	I 33.7 I	39.7 I	26.3 I	26.3 I	25.0 I		
	I 23.6 I	10.2 I	.5 I	.5 I	.1 I		
	-I--------I--------I--------I--------I--------I						
2.	I 90 I	44 I	6 I	1 I	0 I	141	
PROMOT. POSSIBIL	I 63.8 I	31.2 I	4.3 I	.7 I	0 I	14.6	
	I 13.3 I	17.8 I	31.6 I	5.3 I	0 I		
	I 9.3 I	4.6 I	.6 I	.1 I	0 I		
	-I--------I--------I--------I--------I--------I						
3.	I 18 I	7 I	1 I	2 I	0 I	28	
INCENTIVE PAY	I 64.3 I	25.0 I	3.6 I	7.1 I	0 I	2.9	
	I 2.7 I	2.8 I	5.3 I	10.5 I	0 I		
	I 1.9 I	.7 I	.1 I	.2 I	0 I		
	-I--------I--------I--------I--------I--------I						
4.	I 14 I	6 I	1 I	3 I	0 I	24	
AVOID OTHER JOBS	I 58.3 I	25.0 I	4.2 I	12.5 I	0 I	2.5	
	I 2.1 I	2.4 I	5.3 I	15.8 I	0 I		
	I 1.5 I	.6 I	.1 I	.3 I	0 I		
	-I--------I--------I--------I--------I--------I						
5.	I 8 I	9 I	1 I	2 I	1 I	21	
DISLIKE PRES ASM	I 38.1 I	42.9 I	4.8 I	9.5 I	4.8 I	2.2	
	I 1.2 I	3.6 I	5.3 I	10.5 I	25.0 I		
	I .8 I	.9 I	.1 I	.2 I	.1 I		
	-I--------I--------I--------I--------I--------I						
6.	I 30 I	20 I	1 I	1 I	1 I	53	
OTHER	I 56.6 I	37.7 I	1.9 I	1.9 I	1.9 I	5.5	
	I 4.4 I	8.1 I	5.3 I	5.3 I	25.0 I		
	I 3.1 I	2.1 I	.1 I	.1 I	.1 I		
	-I--------I--------I--------I--------I--------I						
COLUMN	676	247	19	19	4	965	
TOTAL	70.1	25.6	2.0	2.0	.4	100.0	

RAW CHI SQUARE = 75.45125 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .13981   CONTINGENCY COEFFICIENT = .26929

The chi-square in the table on page 72 is high enough to indicate a
relationship between their motivation toward a recruiting assignment and their
earlier level of satisfaction with the military life, and the significance
is low enough to justify it. Cramer's V moderates, however, the strength of
it.

My reason for presenting this table is to demonstrate that it is not
true that the initially negative recruiters comprise those who normally are
negative in nature, as opposed to the positive recruiters who normally feel
challenged by or positive to all kinds of job situations. By condensing the
table into a visualization of the two groups, the following relationship
appears:

	Very sat	Satisfied	Neither/ nor	Somewhat dissatis	Very dis- satisfied	Total
Row 0 (negative)	288 79.8	63 17.4	4 1.1	5 1.4	1 0.3	361
Row 1 - 6 (pos)	388 64.2	184 30.4	15 2.5	14 2.4	3 0.5	604

I do not deny that it may be possible to trace some of this back to
the old saving that the best job you ever had was the one you recently left,
but this ought to be close to proportional for both groups. Even if some of
it is due to an overemphasizing by the negative because of a dislike for
their present job situation, I see no reason for stating a totally opposite
hypothesis.

SUMMARY. There is no significant difference in satisfaction with
the military as a way of life between those who were initially negative to
the recruiting assignment and those who were positive to it.

********** C R O S S T A B U L A T I O N O F **********

Q17   DID YOU KNOW ABOUT RECRUITING DUTIES?   BY
Q18   WHO PROVIDED YOU WITH THIS KNOWLEDGE?

* *

Q18

COUNT ROW PCT COL PCT TOT PCT	COMMAND. OFFICERS 1. I	OTHER OF FICERS 2. I	OUTSIDER REC.TEA 3. I	NCO COLL EX RECR 4. I	OTHER NC O COLLEA 5. I	NONE 6. I	ROW TOTAL
1. THOROUGH KNOWLED	7 16.3 36.8 .7	6 14.0 17.6 .6	7 16.3 6.1 .7	21 48.8 5.7 2.2	2 4.7 2.9 .2	0 0 0 0	43 4.5
2. SOME.POS DISCUSS	4 3.8 21.1 .4	14 13.2 41.2 1.5	32 30.2 27.8 3.3	49 46.2 13.4 5.1	7 6.6 10.3 .7	0 0 0 0	106 11.0
3. SOME.REA PRESENT	7 3.5 36.8 .7	10 5.1 29.4 1.0	63 31.8 54.8 6.5	104 52.5 28.4 10.8	14 7.1 20.6 1.5	0 0 0 0	198 20.5
4. SOME.NEG DISCUSS	1 .4 5.3 .1	4 1.6 11.8 .4	13 5.1 11.3 1.3	192 75.3 52.5 19.9	45 17.6 66.2 4.7	0 0 0 0	255 26.4
5. ABSOLUT NOTHING	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	363 100.0 100.0 37.6	363 37.6
COLUMN TOTAL	19 2.0	34 3.5	115 11.9	366 37.9	68 7.0	363 37.6	965 100

RAW CHI SQUARE = 1181.63738 WITH 20 DEGREES OF FREEDOM.
SIGNIFICANCE = 0
CRAMER"S V = .55328
CONTINGENCY COEFFICIENT = .74193

The chi-square in this table is extremely high, by far the highest

value in the total survey. The significance is 0, stating with 100 percent

probability that there exists a relationship between what they previously knew

about recruiting and who provided them with this knowledge.

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This is a 6x5 table, and a Cramer's V of 0.55328 is considered very high and justifies a strong relationship. Even if the number of rows and columns are different, the contingency coefficient displays a correlation of the observed values along the main diagonal.

The total table may not seem interesting initially, and the tested relationship might even seem self-evident. For instance, the observation that the 363 who knew nothing about recruiting were not provided this knowledge by anyone does not contribute more to our knowledge than the fact that the data seems logical and valid.

If one, however, looks at row 4 which displays who provided the negative information, it is seen that NCO colleagues with recruiting experience were responsible for most of the information (31.89 percent of those who were informed - see also Hypothesis 10), and that most of them (52.5 percent) gave a negative presentation. Regarding other NCO colleagues providing local influence, it is seen that they are even worse than former recruiters in that two-third of them present negative information.

The only local defense against this massive negative influence seems to be commanding officers and other officers at the units, who are regarded as providing both positive and realistic information. Their effort seems, however, to pale in comparison with the massive horizontal NCO information, at a rate of 1 to 8.

There is another group which needs to be addressed, and that is the outside selection team and other USAREC information personnel. They are obviously well qualified and instructed to provide the most realistic information about recruiting duties. They are, however, competing with local NCO colleagues with recruiting experience.

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SUMMARY. A high proportion (37.6 percent) are not given any information at all about recruiting duties before being assigned to recruiting command. The local influence is mostly provided horizontally by other NCO colleagues and is negatively influencing. Information given by officers at their units or by USAREC traveling teams is considered positively but evidentlorganized poorly.

```
                    Q24
          COUNT   I
          ROW PCT IYES        NO          ROW
          COL PCT I                       TOTAL      A natural question. given the
          TOT PCT I      1.I       2.I
Q25       --------I--------I--------I                attitude and later behavior
            -0  I    262 I     99 I     361
                I   72.6 I   27.4 I    37.4          of the negative recruiters.
                I   34.3 I   49.3 I
                I   27.2 I   10.3 I                  is whether or not it is pos-
            -I--------I--------I
             1. I    291 I     46 I     337          sible to identify them before
THE JOB CHALLENG I   86.4 I   13.6 I    34.9
                I   38.1 I   22.9 I                  they are selected.
                I   30.2 I    4.8 I
            -I--------I--------I                     To illustrate this I put up
             2. I    122 I     19 I     141
PROMOT. POSSIBIL I   86.5 I   13.5 I    14.6         question 25 against question
                I   16.0 I    9.5 I
                I   12.6 I    2.0 I                  24: "Did you express your
            -I--------I--------I
             3. I     22 I      6 I      28          reactions/feelings to your
INCENTIVE PAY   I   78.6 I   21.4 I     2.9
                I    2.9 I    3.0 I                  superiors?". The result is
                I    2.3 I     .6 I
            -I--------I--------I                     shown in the table to the
             4. I     16 I      8 I      24
AVOID OTHER JOBS I   66.7 I   33.3 I     2.5         left. and tells that 72.6
                I    2.1 I    4.0 I
                I    1.7 I     .8 I                  percent of the negative did
            -I--------I--------I
             5. I     15 I      6 I      21          express their reactions.
DISLIKE PRES ASM I   71.4 I   28.6 I     2.2
                I    2.0 I    3.0 I
                I    1.6 I     .6 I
            -I--------I--------I
             6. I     36 I     17 I      53          RAW CHI SQUARE = 31.78118
OTHER           I   67.9 I   32.1 I     5.5          WITH 6 DEGREES OF FREEDOM.
                I    4.7 I    8.5 I                  SIGNIFICANCE = 0.0000
                I    3.7 I    1.8 I
            -I--------I--------I                     CRAMER"S V = .18150
          COLUMN     764      201      965
          TOTAL     79.2     20.8     100.0          CONTINGENCY COEFF = .17858
```

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Hypothesis 3: RECENTLY "DRAFTED" RECRUITERS LIKE THEIR ASSIGNMENT

LESS THAN THOSE WHO WERE SELECTED EARLIER.

My initial hypothesis (in September 85) had a slightly different wor-
ding but the same purpose, namely trying to quantify whether or not there is
an ongoing change in recruiter attitudes toward their recruiting assignments.
I was, however, told that there had been a change in 1981 afterwhich all Army
recruiters have been "drafted". This opened the possibility to put these two
groups (initially here called "draftees" and volunteers) up against each other.

The central question to evaluate the time factor is question 3: "How
long have you been assigned to USAREC?". Since this survey was conducted in
late 1985, I assumed that recruiters who had been assigned to USAREC more than
4 years had been selected under the old selection process, while those with
less time as recruiters had been screened and "drafted" by MILPERCEN. This
first four-year period also needs, in some instances, to be divided into two
parts as those with more than 3 years in USAREC have been specifically quali-
fied and have selected to prolong their recruiting duty.

A revised presentation of question 3 (see page 48), including these
two new time parameters, is given underneath:

3. How long have you been
   assigned to USAREC?
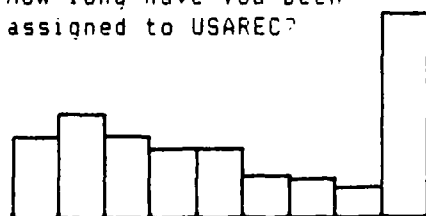
11.1 % Less than 6 months
14.3 % 6 - 12 months
11.9 % 13 - 18 months   Mean: 5.207
9.5 % 19 - 24 months   St dev: 9.956
9.4 % 25 - 30 months   Median   4.935
6.4 % 31 - 36 months   Variance: 8.739
5.4 % 37 - 42 months   Mode: 9
3.5 % 43 - 48 months   Skewness: 0.084
28.5 % More than 4 years

I will not dwell too long with interpreting the profile table, but
comment that most of thos with more than 4 years assigned are personnel
older than 36 years, only a few younger than 30. Most of them are recruiters
in the USAR, station commanders or have special functions (nurse recr. etc).

```
* * * * * * * * * * C R O S S T A B U L A T I O N   O F  * * * * * * * * * *

    Q3      HOW LONG HAVE YOU BEEN IN USAREC?          BY
    Q23     YOUR FEELINGS ABOUT BEING SELECTED?


* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                    Q23
            COUNT  I
            ROW PCT II LIKED   I LIKED   NO SPEC  DISLIKED DISLIKED   ROW
            COL PCT IIT VERY   IT SOMEW  FEELINGS SOMEWHA  VERY MU  TOTAL
            TOT PCT I     1.I      2.I       3.I      4.I      5.I
    Q3          --------I--------I--------I--------I--------I--------I
                1.  I    34   I    26   I    19   I    14   I    14   I   107
    LESS TH 6 MONTHS I  31.8  I  24.3  I  17.8  I  13.1  I  13.1  I   11.1
                    I   7.8  I  17.3  I  15.6  I  11.8  I  10.3  I
                    I   3.5  I   2.7  I   2.0  I   1.5  I   1.5  I
                2.  I    60   I    21   I    18   I    21   I    18   I   138
    6 - 12 MONTHS   I  43.5  I  15.2  I  13.0  I  15.2  I  13.0  I   14.3
                    I  13.7  I  14.0  I  14.8  I  17.6  I  13.2  I
                    I   6.2  I   2.2  I   1.9  I   2.2  I   1.9  I
                3.  I    41   I    25   I    18   I    14   I    17   I   115
    13 - 18 MONTHS  I  35.7  I  21.7  I  15.7  I  12.2  I  14.8  I   11.9
                    I   9.4  I  16.7  I  14.8  I  11.8  I  12.5  I
                    I   4.2  I   2.6  I   1.9  I   1.5  I   1.8  I
                4.  I    34   I    14   I    12   I    11   I    21   I    92
    19 - 24 MONTHS  I  37.0  I  15.2  I  13.0  I  12.0  I  22.8  I    9.5
                    I   7.8  I   9.3  I   9.8  I   9.2  I  15.4  I
                    I   3.5  I   1.5  I   1.2  I   1.1  I   2.2  I
                5.  I    23   I    15   I    19   I    16   I    18   I    91
    25 - 30 MONTHS  I  25.3  I  16.5  I  20.9  I  17.6  I  19.8  I    9.4
                    I   5.3  I  10.0  I  15.6  I  13.4  I  13.2  I
                    I   2.4  I   1.6  I   2.0  I   1.7  I   1.9  I
                6.  I    25   I     6   I     6   I    16   I     9   I    62
    31 - 36 MONTHS  I  40.3  I   9.7  I   9.7  I  25.8  I  14.5  I    6.4
                    I   5.7  I   4.0  I   4.9  I  13.4  I   6.6  I
                    I   2.6  I    .6  I    .6  I   1.7  I    .9  I
                7.  I    25   I     4   I     9   I     8   I     6   I    52
    37 - 42 MONTHS  I  48.1  I   7.7  I  17.3  I  15.4  I  11.5  I    5.4
                    I   5.7  I   2.7  I   7.4  I   6.7  I   4.4  I
                    I   2.6  I    .4  I    .9  I    .8  I    .6  I
                8.  I    12   I     7   I     2   I     3   I    10   I    34
    43 - 48 MONTHS  I  35.3  I  20.6  I   5.9  I   8.8  I  29.4  I    3.5
                    I   2.7  I   4.7  I   1.6  I   2.5  I   7.4  I
                    I   1.2  I    .7  I    .2  I    .3  I   1.0  I
                9.  I   184   I    32   I    19   I    16   I    23   I   274
    MORE TH 4 YEARS I  67.2  I  11.7  I   6.9  I   5.8  I   8.4  I   28.4
                    I  42.0  I  21.3  I  15.6  I  13.4  I  16.9  I
                    I  19.1  I   3.3  I   2.0  I   1.7  I   2.4  I
                    -I--------I--------I--------I--------I--------I
            COLUMN      438      150      122      119      136      965
            TOTAL      45.4     15.5     12.6     12.3     14.1    100.0
    RAW CHI SQUARE = 120.37258 WITH 32 DEGREES OF FREEDOM.  SIGNIFICANCE = 0.0000
    CRAMER"S V =  .17659                        CONTINGENCY COEFFICIENT =  .33302
```

The previous table (page 78) gives an overall correlation between how long they have been assigned to USAREC and how they originally reacted toward being selected. The chi-square value is very high (120.37258) and the significance is very low (0.0000), stating that there exists a relationship. The Cramer's V (5x9 table) is, however, so low (0.17659) that the relationship ought to be characterized as weak.

There is a significant shift in the table between row 9 (those who have been assigned to USAREC more than 4 years) and the other rows. Subtracting row 1 to 8 and comparing it with row 9, the following pattern appears:

	Liked it v. much	Liked it somewhat	No spec feelings	Disliked somewhat	Disliked v. much	Total
Row 1 - 8	254	118	103	103	113	691
	36.7	17.1	14.9	14.9	16.4	
Row 9	184	32	19	16	23	274
	67.2	11.7	6.9	5.8	8.4	

Looking at the negative aspects in the table first, it is seen that twice as many "draftees" compared to volunteers dislike very much being selected. The similar proportion among those who dislike it somewhat is 2.5 in the "draftees" disfavour. On the other side of the scale, almost twice as many volunteers as "draftees" liked very much being selected. Let me remark that some of this shift is due to the fact that disillusioned recruiters might have chosen to return to their previous or other assignments. This seems, however, to be only a small part of the reason as those with 3 - 4 years of recruiter duty display the same negative attitude as the rest of the recently selected recruiters.

SUMMARY. The recently selected recruiters liked being selected less than those who were selected before the Army changed its selection process from volunteers to "draftees". Approximately one third of the "draftees" disliked being selected somewhat or very much.

```
* * * * * * * * *  C R O S S T A B U L A T I O N   O F  * * * * * * * * *

  Q3      HOW LONG HAVE YOU BEEN IN USAREC?            BY
  Q10     HOW DO YOU FEEL ABOUT BEING A RECRUITER?


* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                    Q10
           COUNT  I
           ROW PCT ILIKE IT  LIKE IT  HAVE NO  DISLIKE  DISLIKE    ROW
           COL PCT IVERY MUC SOMEWHAT SP FEEL  SOMEWHAT VERY MUC  TOTAL
           TOT PCT I   1.I     2.I      3.I      4.I      5.I
  Q3             --------I--------I--------I--------I--------I--------I
             1.  I    21   I    32  I    18  I    19  I    18  I    107
  LESS TH 6 MONTHS I  19.6 I  29.9  I  16.8  I  16.8  I  16.8  I   11.1
                 I   5.5  I  15.2  I  17.6  I  15.8  I  11.2  I
                 I   2.2  I   3.3  I   1.9  I   1.9  I   1.9  I
             2.  I    35   I    38  I    21  I    21  I    23  I    138
  6 - 12 MONTHS  I  25.4  I  27.5  I  15.2  I  15.2  I  16.7  I   14.3
                 I   9.2  I  18.1  I  20.6  I  18.4  I  14.4  I
                 I   3.6  I   3.9  I   2.2  I   2.2  I   2.4  I
             3.  I    28   I    27  I    16  I    18  I    26  I    115
  13 - 18 MONTHS I  24.3  I  23.5  I  13.9  I  15.7  I  22.6  I   11.9
                 I   7.4  I  12.9  I  15.7  I  15.8  I  16.2  I
                 I   2.9  I   2.8  I   1.7  I   1.9  I   2.7  I
             4.  I    24   I    15  I     7  I    17  I    29  I     92
  19 - 24 MONTHS I  26.1  I  16.3  I   7.6  I  18.5  I  31.5  I    9.5
                 I   6.3  I   7.1  I   6.9  I  14.9  I  18.1  I
                 I   2.5  I   1.6  I    .7  I   1.8  I   3.0  I
             5.  I    22   I    17  I    12  I    13  I    27  I     91
  25 - 30 MONTHS I  24.2  I  18.7  I  13.2  I  14.3  I  29.7  I    9.4
                 I   5.8  I   8.1  I  11.8  I  11.4  I  16.9  I
                 I   2.3  I   1.8  I   1.2  I   1.3  I   2.8  I
             6.  I    18   I    11  I     5  I    12  I    16  I     62
  31 - 36 MONTHS I  29.0  I  17.7  I   8.1  I  19.4  I  25.8  I    6.4
                 I   4.7  I   5.2  I   4.9  I  10.5  I  10.0  I
                 I   1.9  I   1.1  I    .5  I   1.2  I   1.7  I
             7.  I    35   I    14  I     1  I     0  I     2  I     52
  37 - 42 MONTHS I  67.3  I  26.9  I   1.9  I     0  I   3.8  I    5.4
                 I   9.2  I   6.7  I   1.0  I     0  I   1.2  I
                 I   3.6  I   1.5  I    .1  I     0  I    .2  I
             8.  I    15   I     8  I     3  I     3  I     5  I     34
  43 - 48 MONTHS I  44.1  I  23.5  I   8.8  I   8.8  I  14.7  I    3.5
                 I   4.0  I   3.8  I   2.9  I   2.6  I   3.1  I
                 I   1.6  I    .8  I    .3  I    .3  I    .5  I
             9.  I   181   I    48  I    19  I    12  I    14  I    274
  MORE TH 4 YEARS I  66.1  I  17.5  I   6.9  I   4.4  I   5.1  I   28.4
                 I  47.8  I  22.9  I  18.6  I  10.5  I   8.8  I
                 I  18.8  I   5.0  I   2.0  I   1.2  I   1.5  I
                 -I--------I--------I--------I--------I--------I
           COLUMN    379      210      102      114      160      965
           TOTAL     39.3     21.8     10.6     11.8     16.6    100.0
  RAW CHI SQUARE = 208.62360 WITH 32 DEGREES OF FREEDOM. SIGNIFICANCE =0.0000
  CRAMER"S V =  .23248                   CONTINGENCY COEFFICIENT =  .42162
```

The crosstabulation between how long they had been assigned to USAREC
and how they previously felt about being recruiters is displayed on page 80.
The table shows an almost doubled chi-square value (208.62360) and Cramer V
(0.23248) compared to the former table (page 78). The significance of 0.0000
still reveals a more than 99.99 percent probability for a correct hypothesis.

The pattern in the table is congruent to that in the former table on
page 79, and a similar subtraction and comparison display shows:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 to 8	198	162	83	102	146	671
	28.7	23.4	12.0	14.8	21.1	
Row 9	181	48	19	12	14	274
	66.1	17.5	6.9	4.4	5.1	

Starting again at the negative side of the scale, it is seen that
an increased number of displeased "draftees" with a simultaneous decreased
number of displeased volunteers emerges. More than 4 times as many "draftees"
as volunteers dislike very much being recruiters. The similar proportion
among those who dislike it somewhat is more than 3:1. On the other side of
the scale, more than twice as many volunteers like being recruiters.

Permit me a marginal note about the evident evolution between the two
tables. I have commented earlier on the existing belief of recruiters being
later motivated through job experience and USAREC courses (see page 70). By
comparing the last two tables, the truth is in fact the opposite.

SUMMARY. Recently selected recruiters like being recruiters less
than those who earlier volunteered or were persuaded to apply for this duty.

I have so far treated the two groups as if each of them consisted of
homogeniously selected individuals, one with only "draftees" and the other
with only volunteers. Let me now test this assumption by correlating time in
USAREC by question 20: "How were you selected?".

81

********* C R O S S T A B U L A T I O N   O F *********

Q3   HOW LONG HAVE YOU BEEN IN USAREC?   BY
Q20   HOW WERE YOU SELECTED?

* *

```
                  Q20
        COUNT   I
        ROW PCT IDA SELEC VOLUNTEE OTHER        ROW
        COL PCT ITION    RED                    TOTAL
        TOT PCT I     1.I      2.I      3.I
Q3              --------I--------I--------I--------I
            1.  I    77  I    28  I     2  I    107
LESS TH 6 MONTHS I  72.0 I  26.2  I   1.9  I   11.1
                I  14.0  I   7.0  I  13.3  I
                I   8.0  I   2.9  I    .2  I
            2.  I    86  I    49  I     3  I    138
6 - 12 MONTHS   I  62.3  I  35.5  I   2.2  I   14.3
                I  15.7  I  12.2  I  20.0  I
                I   8.9  I   5.1  I    .3  I
            3.  I    79  I    35  I     1  I    115
13 - 18 MONTHS  I  68.7  I  30.4  I    .9  I   11.9
                I  14.4  I   8.7  I   6.7  I
                I   8.2  I   3.6  I    .1  I
            4.  I    64  I    27  I     1  I     92
19 - 24 MONTHS  I  69.6  I  29.3  I   1.1  I    9.5
                I  11.7  I   6.7  I   6.7  I
                I   6.6  I   2.8  I    .1  I
            5.  I    75  I    16  I     0  I     91
25 - 30 MONTHS  I  82.4  I  17.6  I     0  I    9.4
                I  13.7  I   4.0  I     0  I
                I   7.8  I   1.7  I     0  I
            6.  I    45  I    16  I     1  I     62
31 - 36 MONTHS  I  72.6  I  25.8  I   1.6  I    6.4
                I   8.2  I   4.0  I   6.7  I
                I   4.7  I   1.7  I    .1  I
            7.  I    30  I    22  I     0  I     52
37 - 42 MONTHS  I  57.7  I  42.3  I     0  I    5.4
                I   5.5  I   5.5  I     0  I
                I   3.1  I   2.3  I     0  I
            8.  I    22  I    11  I     1  I     34
43 - 48 MONTHS  I  64.7  I  32.4  I   2.9  I    3.5
                I   4.0  I   2.7  I   6.7  I
                I   2.3  I   1.1  I    .1  I
            9.  I    71  I   197  I     6  I    274
MORE TH 4 YEARS I  25.9  I  71.9  I   2.2  I   28.4
                I  12.9  I  49.1  I  40.0  I
                I   7.4  I  20.4  I    .6  I
                -I--------I--------I--------I
        COLUMN      549      401       15      965
        TOTAL      56.9     41.6      1.6    100.0
```

RAW CHI SQUARE = 166.06481 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .29333   CONTINGENCY COEFFICIENT = .38317

82

The table on the previous page has a very high chi-square value (166.06481) and a low significance (0.0000). Cramer's V is indeed high (0.29333) and signifies a strong relationship between how long recruiters have been assigned to USAREC and how they initially were selected. Since this is a 3x9 table, the contingency coefficient (0.38317) signals a distribution along the falling main diagonal.

Using the time intervals described earlier (0 to 3 years, 3 to 4 years, and more than 4 years) a somewhat simplified table appears:

	DA select	Volunteers	Other	Total
Row 1 to 6	426	171	8	605
	70.4	28.3	1.3	
Row 7 to 8	52	33	1	86
	60.5	38.3	1.2	
Row 9	71	197	6	274
	25.9	71.9	2.2	

There is a significant time change away from volunteers and toward "draftees". It is also seen that this shift took place some three years ago as row 7 and 8 display the transaction. It is, however, still some 25 to 30 percent of the recently selected who answer that they volunteered. The reason for this might be two-fold: They actually did volunteer (but only a few (1-3 %) do) or more likely, the selection process was persuasively conducted according to the Army leadership doctrine[6] which made those interviewed believe that they had volunteered.

SUMMARY. The recent change in the recruiter selection process from the earlier selection of volunteers to one of exclusively screening and drafting. has made a significant impact on how recruiters feel about being selected. Still, some recent "draftees" feel that they volunteered.

---

[6]US Army Command and General Staff College, FM 22 - 999, Leadership and Command at Senior Level, (draft for student use only), Ft Leavenworth, Nov 15th, page 4 - 17 and 18.

As the picture was a bit more complicated than either volunteers before 1981 or "draftees" thereafter, I had to further split the recruiters into the two main groups and then crosstabulate their feelings toward the assignment. This made it necessary to utilize three-dimensional tables.

The tables show the realationship between how long they have been assigned to USAREC and how they feel about being recruiters.

The first table (page 85) crosstabulates the 549 recruiters who were DA selected (see column total on page 82). The relationship has a high chi-square value (104.63327) and a low significance (0.0000). Cramer's V is high enough (0.21828) to confirm the mathematical relationship.

The second table (page 87) crosstabulates the 401 recruiters who stated that they volunteered. This shows a bit smaller chi-square value (75.21121) but has an equally low significance (0.0000). Cramer V has an almost identical value (0.21654) and again confirms a strong relationship.

I have also, in order to show the total picture, on page 90 displayed the 15 recruiters who were otherwise selected. I will not refer to this table. First, because my purpose was to compare the "draftees" versus the volunteers; and second, because the computed relationship in this table has a value of significance outside the accepted tolerance. In fact, the value shows only 60 percent probability for stating a correct hypothesis.

```
              Q10                                                    * * * * * * * *
     COUNT   I
     ROW PCT  ILIKE IT  LIKE IT  HAVE NO  DISLIKE  DISLIKE    ROW    * * CROSSTAB * *
     COL PCT  IVERY MUC SOMEWHAT SP FEEL  SOMEWHAT VERY MUC   TOTAL   * *    OF    * *
     TOT PCT  I     1.I      2.I      3.I      4.I      5.I
Q3 -------I--------I--------I--------I--------I--------I            Q 3 HOW LONG HAVE
     1.    I    13  I    18  I    16  I    14  I    16  I    77          YOU BEEN IN
LESS TH     I  16.9  I  23.4  I  20.8  I  18.2  I  20.8  I  14.0         USAREC
6 MONTHS    I   9.7  I  14.5  I  23.5  I  16.3  I  11.7  I
            I   2.4  I   3.3  I   2.9  I   2.6  I   2.9  I            By
     -I--------I--------I--------I--------I--------I
     2.    I    12  I    25  I    15  I    14  I    20  I    86    Q10 HOW DO YOU
6 - 12      I  14.0  I  29.1  I  17.4  I  16.3  I  23.3  I  15.7        FEEL ABOUT
MONTHS      I   9.0  I  20.2  I  22.1  I  16.3  I  14.6  I              BEING A REC-
            I   2.2  I   4.6  I   2.7  I   2.6  I   3.6  I              RUITER?
     -I--------I--------I--------I--------I--------I
     3.    I    15  I    18  I    10  I    14  I    22  I    79    CONTROLLING FOR
13 - 18     I  19.0  I  22.8  I  12.7  I  17.7  I  27.8  I  14.4
MONTHS      I  11.2  I  14.5  I  14.7  I  16.3  I  16.1  I        Q20 HOW WERE YOU
            I   2.7  I   3.3  I   1.8  I   2.6  I   4.0  I              SELECTED?
     -I--------I--------I--------I--------I--------I              VALUE 1:
     4.    I     8  I    10  I     6  I    15  I    25  I    64          DA SELECTION.
19 - 24     I  12.5  I  15.6  I   9.4  I  23.4  I  39.1  I  11.7
MONTHS      I   6.0  I   8.1  I   8.8  I  17.4  I  18.2  I        * * * * * * * * *
            I   1.5  I   1.8  I   1.1  I   2.7  I   4.6  I
     -I--------I--------I--------I--------I--------I
     5.    I    14  I    12  I    10  I    12  I    27  I    75
25 - 30     I  18.7  I  16.0  I  13.3  I  16.0  I  36.0  I  13.7
MONTHS      I  10.4  I   9.7  I  14.7  I  14.0  I  19.7  I
            I   2.6  I   2.2  I   1.8  I   2.2  I   4.9  I
     -I--------I--------I--------I--------I--------I
     6.    I     8  I    10  I     4  I     9  I    14  I    45
31 - 36     I  17.8  I  22.2  I   8.9  I  20.0  I  31.1  I   8.2
MONTHS      I   6.0  I   8.1  I   5.9  I  10.5  I  10.2  I
            I   1.5  I   1.8  I    .7  I   1.6  I   2.6  I
     -I--------I--------I--------I--------I--------I
     7.    I    19  I     9  I     0  I     0  I     2  I    30
37 - 42     I  63.3  I  30.0  I     0  I     0  I   6.7  I   5.5
MONTHS      I  14.2  I   7.3  I     0  I     0  I   1.5  I
            I   3.5  I   1.6  I     0  I     0  I    .4  I
     -I--------I--------I--------I--------I--------I
     8.    I    10  I     4  I     3  I     1  I     4  I    22
43 - 48     I  45.5  I  18.2  I  13.6  I   4.5  I  18.2  I   4.0
MONTHS      I   7.5  I   3.2  I   4.4  I   1.2  I   2.9  I
            I   1.8  I    .7  I    .5  I    .2  I    .7  I
     -I--------I--------I--------I--------I--------I
     9.    I    35  I    18  I     4  I     7  I     7  I    71    RAW CHI SQUARE
MORE TH     I  49.3  I  25.4  I   5.6  I   9.9  I   9.9  I  12.9   = 104.63227 WITH
4 YEARS     I  26.1  I  14.5  I   5.9  I   8.1  I   5.1  I         32 DEGREES OF FRE.
            I   6.4  I   3.3  I    .7  I   1.3  I   1.3  I         SIGNIFICAN = .0000
     -I--------I--------I--------I--------I--------I
   COLUMN      134      124       68       86      137      549    CRAMER'S V = .21829
   TOTAL      24.4     22.6     12.4     15.7     25.0    100.0    CONTI COEF = .40010
```

85

The interesting part of the previous table, the column totals, shows the relationship for the "draftees" between their time as recruiters and how they feel about it. When surveying people who proved proficient in their previous job situations (that is why they were selected) one would expect them to also show a positive attitude toward their present job. When studying the table there is, however, more than 40 percent who either dislike it somewhat or very much. The 25 percent who dislike it very much is worrisome. They express great discomfort by using a part of the scale which almost no one used when describing their last job (see page 51). Referring to the earlier studies where the recruiters own emotional well-being was stated as essential to their effectiveness as communicators (see page 18), it might be unwise to utilize people with this kind of job attitude.

To address whether or not this attitude was a function of time, I summarized the row totals and percentages into the three groups described earlier:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 - 6	70	93	61	78	124	426
	16.4	21.8	14.3	18.3	29.2	
Row 7 - 8	29	13	3	1	6	52
	55.8	25.0	5.8	1.9	11.5	
Row 9	35	18	4	7	7	71
	49.3	25.4	5.5	9.9	9.9	
	134	124	68	86	137	549
	24.4	22.6	12.4	15.7	25.0	

Given the considerations on page 79, the table shows an increasing dissatisfaction among recently DA selected recruiters. Some 49.3 percent of those who have been recruiters more than 4 years state that they like it very much; so do 55.8 percent of those who have served from 3 to 4 years; a drastic drop occurs as this only is the case for some 16.4 percent of those who have served less than three years. In fact, 47.5 percent of the recently selected recruiters state that they either dislike it somewhat or very much.

86

```
              Q10                                                  * * * * * * * * *
      COUNT  I
      ROW PCT ILIKE IT  LIKE IT  HAVE NO  DISLIKE  DISLIKE   ROW   * * CROSSTABS * *
      COL PCT IVERY MUC SOMEWHAT SP FEEL  SOMEWHAT VERY MUC TOTAL
      TOT PCT I     1.I      2.I      3.I      4.I      5.I         * *     OF      * *
 Q3 --------I--------I--------I--------I--------I--------I
        1.  I     8  I    13  I     1  I     4  I     2  I    28   Q 3 HOW LONG HAVE
 LESS TH    I  28.6  I  46.4  I   3.6  I  14.3  I   7.1  I   7.0        YOU BEEN IN
 6 MONTHS   I   3.3  I  16.2  I   3.0  I  16.7  I   8.7  I             USAREC?
            I   2.0  I   3.2  I    .2  I   1.0  I    .5  I
            -I--------I--------I--------I--------I--------I            BY
        2.  I    22  I    11  I     6  I     7  I     3  I    49
 6 - 12     I  44.9  I  22.4  I  12.2  I  14.3  I   6.1  I  12.2   Q10 HOW DO YOU
 MONTHS     I   9.1  I  13.7  I  18.2  I  29.2  I  13.0  I             FEEL ABOUT
            I   5.5  I   2.7  I   1.5  I   1.7  I    .7  I             BEING A REC-
            -I--------I--------I--------I--------I--------I            RUITER?
        3.  I    13  I     9  I     6  I     3  I     4  I    35
 13 - 18    I  37.1  I  25.7  I  17.1  I   8.6  I  11.4  I   8.7   CONTROLLING FOR..
 MONTHS     I   5.4  I  11.2  I  18.2  I  12.5  I  17.4  I
            I   3.2  I   2.2  I   1.5  I    .7  I   1.0  I         Q20 HOW WERE YOU
            -I--------I--------I--------I--------I--------I            SELECTED?
        4.  I    16  I     4  I     1  I     2  I     4  I    27   VALUE 2:
 19 - 24    I  59.3  I  14.8  I   3.7  I   7.4  I  14.8  I   6.7       VOLUNTEERED
 MONTHS     I   6.6  I   5.0  I   3.0  I   8.3  I  17.4  I
            I   4.0  I   1.0  I    .2  I    .5  I   1.0  I
            -I--------I--------I--------I--------I--------I
        5.  I     8  I     5  I     2  I     1  I     0  I    16
 25 - 30    I  50.0  I  31.3  I  12.5  I   6.3  I     0  I   4.0
 MONTHS     I   3.3  I   6.3  I   6.1  I   4.2  I     0  I
            I   2.0  I   1.2  I    .5  I    .2  I     0  I
            -I--------I--------I--------I--------I--------I
        6.  I    10  I     1  I     1  I     2  I     2  I    16
 31 - 36    I  62.5  I   6.3  I   6.3  I  12.5  I  12.5  I   4.0
 MONTHS     I   4.1  I   1.2  I   3.0  I   8.3  I   8.7  I
            I   2.5  I    .2  I    .2  I    .5  I    .5  I
            -I--------I--------I--------I--------I--------I
        7.  I    16  I     5  I     1  I     0  I     0  I    22
 37 - 42    I  72.7  I  22.7  I   4.5  I     0  I     0  I   5.5
 MONTHS     I   6.6  I   6.3  I   3.0  I     0  I     0  I
            I   4.0  I   1.2  I    .2  I     0  I     0  I
            -I--------I--------I--------I--------I--------I
        8.  I     4  I     4  I     0  I     2  I     1  I    11
 43 - 48    I  36.4  I  36.4  I     0  I  18.2  I   9.1  I   2.7
 MONTHS     I   1.7  I   5.0  I     0  I   8.3  I   4.3  I
            I   1.0  I   1.0  I     0  I    .5  I    .2  I
            -I--------I--------I--------I--------I--------I
        9.  I   144  I    28  I    15  I     3  I     7  I   197   RAW CHI SQUARE
 MORE TH    I  73.1  I  14.2  I   7.6  I   1.5  I   3.6  I  49.1   = 75.21121 WITH
 4 YEARS    I  59.8  I  35.0  I  45.5  I  12.5  I  30.4  I         32 DEGREES OF FRE.
            I  35.9  I   7.0  I   3.7  I    .7  I   1.7  I         SIGNIFICAN = .0000
            -I--------I--------I--------I--------I--------I
    COLUMN      241       80       33       24       23      401   CRAMER'S V = .21654
    TOTAL      60.1     20.0      8.2      6.0      5.7    100.0   CONTI COEF = .39741
```

The displayed relationship on the previous page (page 87) for those 401 who volunteered for recruiting is in many aspects almost the opposite of the "draftees".

On average, some 60 percent say they like it very much and an additional 20 percent say they like it somewhat. But even more important, only a minority state that they dislike being recruiters.

To summarize the row percentages and divide them into distinctive year periods:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 - 2 (0 - 1 year)	30	24	7	11	5	77
	39.0	31.2	9.1	14.2	6.5	
Row 3 - 4 (1 - 2 years)	29	13	7	5	8	62
	46.7	21.0	11.3	8.1	12.9	
Row 5 - 6 (2 - 3 years)	18	6	3	3	2	32
	56.2	18.7	9.4	9.4	6.3	
Row 7 - 8 (3 - 4 years)	20	9	1	2	1	33
	60.6	27.3	3.0	6.1	3.0	
Row 9 (4 years or more)	144	28	15	3	7	197
	73.1	14.2	7.6	1.5	3.6	
	241	80	33	24	23	401
	60.1	20.0	8.2	6.0	5.7	

Let me point out that some 50 recruiters every year since 1981 say that they volunteered in spite of the new change in the selection process, and the number shows an increasing trend.

Let me also point out that their attitudes seem somewhat downward sloping as the percentage of those who like the assignment very much is decreasing. The percentage on the negative side of the scale is increasing.

Before leaving the topic of "draftees" versus volunteers, let me use these tables to address the annual need for recruiters. Summarizing the two tables, row 1 to 8, the annual supply of Army recruiters to maintain today's activity is at an average rate of 320 (which represents 25 percent of the

88

AD-A172 651   THE SELECTION PROCESS OF US ARMY RECRUITERS(U) ARMY   2/2
COMMAND AND GENERAL STAFF COLL FORT LEAVENWORTH KS
P WENDELBORG 06 JUN 86
UNCLASSIFIED   F/G 5/9   NL
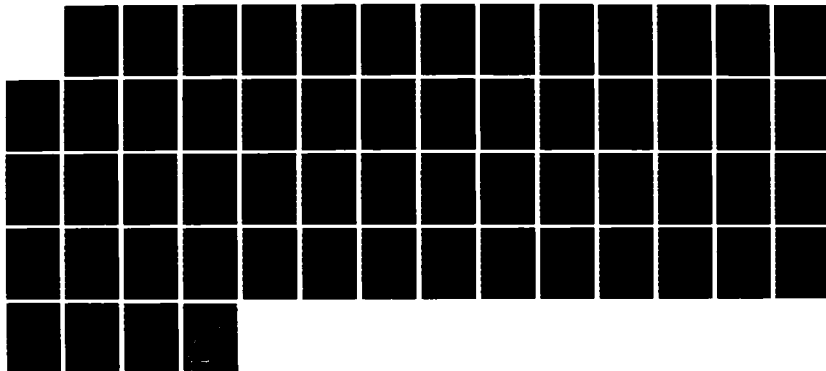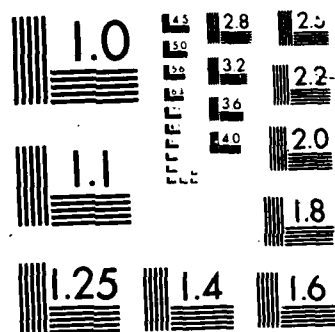
total number of recruiters).

The demand is, however, increasing heavily:

	Draftees	Volunteers	Total
Row 1 - 2 (1985 - 86)	163	77 (32.1%)	240
Row 3 - 4 (1984 - 85)	143	62 (30.0%)	205
Row 5 - 6 (1983 - 82)	120	32 (21.1%)	152
Row 7 - 8 (1982 - 83)	52	33 (38.8%)	85
	478	204 (29.9%)	682

SUMMARY. Some 80 percent of those who initially volunteered for recruiting duty proved later to like their recruiting assignment, as compared to 47 percent of the "draftees". Also 41 percent of those who are screened and "drafted" later dislike being recruiters as compared to only 12 percent of those who volunteered.

The Army appears to have a total demand for approximately 1000 recruiter per year. Even today, when all recruiters are screened for proficiency and "drafted", some 30 percent felt they had volunteered.

Q3   HOW LONG HAVE YOU BEEN IN USAREC?   BY

Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CONTROLLING FOR..

Q20   HOW WERE YOU SELECTED?   VALUE 3. OTHER

* *

|	Q10				
COUNT					
ROW PCT	ILIKE IT	LIKE IT	HAVE NO	DISLIKE	ROW
COL PCT	IVERY MUC	SOMEWHAT	SP FEEL	SOMEWHAT	TOTAL
TOT PCT	1.I	2.I	3.I	4.I	
Q3					
1. LESS TH 6 MONTHS	0 / 0 / 0	1 / 50.0 / 16.7 / 6.7	1 / 50.0 / 100.0 / 6.7	0 / 0 / 0	2 / 13.3
2. 6 - 12 MONTHS	1 / 33.3 / 25.0 / 6.7	2 / 66.7 / 33.3 / 13.3	0 / 0 / 0	0 / 0 / 0	3 / 20.0
3. 13 - 18 MONTHS	0 / 0 / 0	0 / 0 / 0	0 / 0 / 0	1 / 100.0 / 25.0 / 6.7	1 / 6.7
4. 19 - 24 MONTHS	0 / 0 / 0	1 / 100.0 / 16.7 / 6.7	0 / 0 / 0	0 / 0 / 0	1 / 6.7
6. 31 - 36 MONTHS	0 / 0 / 0	0 / 0 / 0	0 / 0 / 0	1 / 100.0 / 25.0 / 6.7	1 / 6.7
8. 43 - 48 MONTHS	1 / 100.0 / 25.0 / 6.7	0 / 0 / 0	0 / 0 / 0	0 / 0 / 0	1 / 6.7
9. MORE TH 4 YEARS	2 / 33.3 / 50.0 / 13.3	2 / 33.3 / 33.3 / 13.3	0 / 0 / 0	2 / 33.3 / 50.0 / 13.3	6 / 40.0
COLUMN TOTAL	4 / 26.7	6 / 40.0	1 / 6.7	4 / 26.7	15 / 100.0

RAW CHI SQUARE = 18.75000 WITH 18 DEGREES OF FREEDOM. SIGNIFICANCE = .4074

CRAMER"S V = .64550   CONTINGENCY COEFFICIENT = .74536

Hypothesis 4: THOSE WHO VOLUNTEERED PERFORM BETTER
THAN THOSE WHO WERE "DRAFTED".

Central in testing this hypothesis was question 20:"How were you selected?". I purposely disregarded whether they actually were volunteers or just believed they volunteered. I also disregarded whether or not they were recently assigned to USAREC.

The distribution between volunteers and "draftees" is as earlier described (page 53):

20. How were you selected?
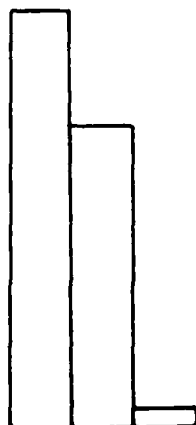
56.9 % DA selection

41.5 % Volunteered

1.6 % Other, specify:.............

The other central variable is question 9: "All in all, characterize your performance as a recruiter". This question received (as shown on page 50) the following distribution of answers:

9. All in all, characterize your
performance as
a recruiter.
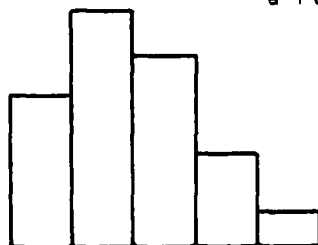
21.2 % Excellent

33.1 % Above average   Mean: 2.476

                      St dev: 1.115

27.3 % Average   Median: 2.367

                      Variance: 1.243

13.4 % Below average   Mode: 2

                      Skewness: 0.428

5.0 % Poor

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********* C R O S S T A B U L A T I O N   O F *********

Q20   HOW WERE YOU SELECTED?   BY
Q09   CHARACTERIZE YOUR PERFORMANCE AS RECRUITER

* *

		Q9					
	COUNT I						
	ROW PCT	IEXCELLEN	ABOVE A	AVERAGE	BELOW A	POOR	ROW
	COL PCT	IT	VERAGE		VERAGE		TOTAL
	TOT PCT I	1.I	2.I	3.I	4.I	5.I	
Q20							
1. DA SELECTION	I	60 I	169 I	175 I	101 I	44 I	549
	I	10.9 I	30.8 I	31.9 I	18.4 I	8.0 I	56.9
	I	29.1 I	53.0 I	66.5 I	78.3 I	91.7 I	
	I	6.2 I	17.5 I	18.1 I	10.5 I	4.6 I	
2. VOLUNTEERED	I	144 I	145 I	86 I	23 I	3 I	401
	I	35.9 I	36.2 I	21.4 I	5.7 I	.7 I	41.6
	I	69.9 I	45.5 I	32.7 I	17.8 I	6.3 I	
	I	14.9 I	15.0 I	8.9 I	2.4 I	.3 I	
3. OTHER	I	2 I	5 I	2 I	5 I	1 I	15
	I	13.3 I	33.3 I	13.3 I	33.3 I	6.7 I	1.6
	I	1.0 I	1.6 I	.8 I	3.9 I	2.1 I	
	I	.2 I	.5 I	.2 I	.5 I	.1 I	
COLUMN		206	319	263	129	48	965
TOTAL		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 137.58459 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .26700   CONTINGENCY COEFFICIENT = .35325

The table above has a high chi-square value and a low significance.
Cramer's V is significantly high and serves to verify a somewhat strong
relationship between how they were selected and how they characterize their
performance as recruiters.

Some 91.7 percent of those who feel they do poorly have been DA
selected, as well as 78.3 percent of those who feel they do below average.
On the other side. 69.9 percent of the volunteers feel they do excellent
(make their mission box without any problems) which is 2.5 times better
than how the DA selected feel.

SUMMARY. Those who volunteer have a higher performance than those
who were "drafted".

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```
* * * * * * * * *  C R O S S T A B U L A T I O N   O F  * * * * * * * * *

    Q20      HOW WERE YOU SELECTED?                           BY
    Q14      CHARACTERIZE PERFORMANCE IN LAST JOB?


* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                    Q14
              COUNT  I
              ROW PCT IEXCELLEN ABOVE  A AVERAGE BELOW  A POOR        ROW
              COL PCT I        VERAGE           VERAGE               TOTAL
              TOT PCT I     1.I      2.I      3.I      4.I      5.I
     Q20          ------I--------I--------I--------I--------I--------I
              1.  I    394  I   150  I     5  I     0  I     0  I    547
      DA SELECTION I   71.8 I  27.3  I    .9  I     0  I     0  I   56.7
                  I   55.3  I  64.1  I  29.4  I     0  I     0  I
                  I   40.8  I  15.5  I    .5  I     0  I     0  I
              ------I--------I--------I--------I--------I--------I
              2.  I    309  I    80  I    10  I     1  I     1  I    401
      VOLUNTEERED I   77.1  I  20.0  I   2.5  I    .2  I    .2  I   41.6
                  I   43.4  I  34.2  I  58.8  I 100.0  I 100.0  I
                  I   32.0  I   8.3  I   1.0  I    .1  I    .1  I
              ------I--------I--------I--------I--------I--------I
              3.  I      9  I     4  I     2  I     0  I     0  I     15
      OTHER       I   60.0  I  26.7  I  13.3  I     0  I     0  I    1.6
                  I    1.3  I   1.7  I  11.8  I     0  I     0  I
                  I     .9  I    .4  I    .2  I     0  I     0  I
              ------I--------I--------I--------I--------I--------I
              COLUMN   712      234       17        1        1       965
              TOTAL   73.8     24.2      1.8       .1       .1     100.0
```

RAW CHI SQUARE = 24.19310 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0021
CRAMER"S V = .11196   CONTINGENCY COEFFICIENT = .15639

   This table is interesting and somewhat similar in interpretation to

the example I used in order to present SPSS (page 36 - 43).

My purpose is to investigate if there is a significant difference in earlier

job performance between volunteers and "draftees" which could interfere with

the stated hypothesis on their present performance.

   In order to test this control parameter I had to create a positive

hypothesis, assuming that there exists a relationship between how they were

selected and how they performed in their last job.

   The table above shows, however, a low chi-square value. But more

important, it gives a high value for the significance (0.0021), a value

larger than my earlier selected level (0.0005) for accepting the hypothesis
(see page 40).

There is, for this reason, no relationship between how the recruiters
were selected for recruiting and how they performed in their previous jobs.

A closer look at the row figures in the table also shows an almost
proportional distribution between the DA selected (72 - 27 - 1 percent) and
the volunteers (77 - 20 - 3 percent).

SUMMARY. There is no relationship between how recruiters are selected
and how they performed in their previous jobs. Both the "draftees" and the
volunteers have a proficient and congruent earlier performance, and this
aspect cannot, for this reason, explain why volunteers indicate they do
excellent 2.4 times more than do the "draftees".

Hypothesis 5: RECRUITERS FEEL THEIR OWN PERFORMANCE IS LOWER

THAN THEIR PERFORMANCE IN THEIR LAST JOB.

This hypothesis was established in order to encompass the effects of a drop in performance as recruiters. Central to testing this hypothesis is question 14. The distribution of answers is as earlier descibed (page 51):

14. Characterize your job
performance in your
last job.
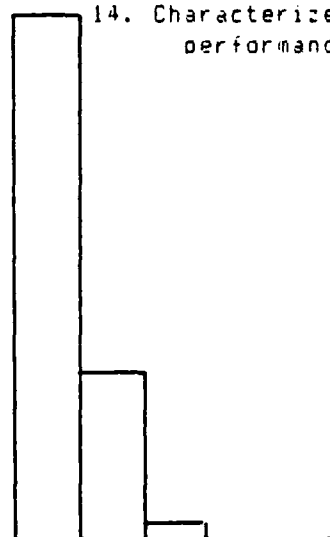
73.8 % Excellent
24.2 % Above average
 1.8 % Average
 0.1 % Below average
 0.1 % Poor

Mean: 1.275
St dev: 0.502
Median: 1.178
Variance: 0.255
Mode: 1
Skewness: 1.754

The distribution has the lowest mean in the study and a small value for both the variance and the standard deviation. This tells of a high and a homogenious self-perception of their previous job performance; which is logical as high performance in their former jobs was the very reason why most of them were selected to become recruiters.

It is, however, interesting to note that the same group has a far lower and a more dispersed perception of their present job performance.

9. All in all, characterize your
performance as
a recruiter.

21.2 % Excellent

33.1 % Above average

27.3 % Average

13.4 % Below average

 5.0 % Poor

Mean: 2.476
St dev: 1.115
Median: 2.367
Variance: 1.243
Mode: 2
Skewness: 0.428

The skewness indicates a more centered tendency, the most common answer (mode) is "above average" and one standard deviation is 1.115.

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Let me first look at the results of comparing high performance in

in their previous jobs with their previous level of satisfaction.

```
* * * * * * * * *  C R O S S T A B U L A T I O N   O F  * * * * * * * * *

    Q14        CHARACTERIZE PERFORMANCE IN LAST JOB?          BY
    Q15        SATISFIED WITH MILITARY LIFE LAST JOB?

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
```

		Q15					
	COUNT						
	ROW PCT	VERY SAT	SATISFIE	NEITHER	SOMEWHAT	VERY DIS	ROW
	COL PCT	ISFIED		NOR	DISSATI	SATISFIE	TOTAL
	TOT PCT	1.	2.	3.	4.	5.	
Q14							
1. EXCELLEN		544	141	12	13	2	712
		76.4	19.8	1.7	1.8	.3	73.8
		80.5	57.1	63.2	68.4	50.0	
		56.4	14.6	1.2	1.3	.2	
2. ABOVE AVERAGE		124	99	5	5	1	234
		53.0	42.3	2.1	2.1	.4	24.2
		18.3	40.1	26.3	26.3	25.0	
		12.8	10.3	.5	.5	.1	
3. AVERAGE		7	6	2	1	1	17
		41.2	35.3	11.8	5.9	5.9	1.8
		1.0	2.4	10.5	5.3	25.0	
		.7	.6	.2	.1	.1	
4. BELOW AVERAGE		0	1	0	0	0	1
		0	100.0	0	0	0	.1
		0	.4	0	0	0	
		0	.1	0	0	0	
5. POOR		1	0	0	0	0	1
		100.0	0	0	0	0	.1
		.1	0	0	0	0	
		.1	0	0	0	0	
COLUMN		676	247	19	19	4	965
TOTAL		70.1	25.6	2.0	2.0	.4	100.0

RAW CHI SQUARE = 77.28105 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .14150
CONTINGENCY COEFFICIENT = .27230

The chi-square value in this table is considered high and signifies a relationship between their previous job performance and their previous level of satisfaction. The significance is low enough to accept the relationship.

This is a 5x5 table, and the contingency coefficient is considered to justify the hypothesis. The sample is, however, not correlated along any diagonal; mostly because of the high percentage of "very satisfied", but also because of the few answers of "average" or below.

The figures show, as mentioned, high row percentages on the left side of the table. Some 76.4 percent of those 712 recruiters who did "excellent" in their previous jobs were "very satisfied" with the military as a way of life during their last job. When added the 19.8 percent who felt "satisfied" it leaves very few ambivalent or dissatisfied.

The row percentages for those 234 recruiters who did "above average" are similarly heavy on the left side of the scale. They do, however, display a lesser degree of satisfaction than those who did excellent.

A similar discussion can be made for those 17 who felt they did average in their previous jobs.

SUMMARY. There is a strong relationship between job performance and the level of satisfaction in the recruiters' previous job. The level of satisfaction increases proportionally with the level of performance.

To follow this thought process, and confirm or deny a general statement about a relationship between performance and satisfaction, I made a similar crosstabulation of their present perceptions as recruiters.

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* * * * * * * * * * CROSSTABULATION OF * * * * * * * * * *

Q9   CHARACTERIZE YOUR PERFORMANCE AS RECRUIT   BY
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

	COUNT I					
	ROW PCT ILIKE IT	LIKE IT	HAVE NO	DISLIKE	DISLIKE	ROW
	COL PCT IVERY MUC	SOMEWHAT	SF FEEL	SOMEWHAT	VERY MUC	TOTAL
	TOT PCT I 1.I	2.I	3.I	4.I	5.I	
Q9						
1. EXCELLENT	I 155 I	30 I	8 I	4 I	2 I	
	I 75.7 I	14.6 I	3.9 I	1.9 I		
	I 41.2 I	14.3 I	7.8 I	3.5 I		
	I 15.2 I	3.1 I	.8 I	.4 I		
2. ABOVE AVERAGE	I 143 I	73 I	31 I	40 I		
	I 44.9 I	24.5 I	9.7 I	12.7 I		
	I 37.5 I	33.1 I	30.4 I	35.3 I		
	I 11.7 I	8.1 I	7.3 I	3.3 I		
3. AVERAGE	I 72 I	76 I	38 I	53 I		
	I 27.4 I	28.9 I	14.4 I	14.4 I		
	I 19.0 I	36.2 I	37.3 I	37.7 I		
	I .5 I	7.9 I	3.3 I	3.3 I		
4. BELOW AVERAGE	I 9 I	23 I	21 I	22 I	44 I	13
	I 1.6 I	17.5 I	16.7 I	17.3 I	44.1 I	
	I 2.4 I	11.0 I	20.6 I	20.2 I		
	I .9 I	2.4 I	2.2 I	2.4 I	5.5 I	
5. POOR	I 0 I	3 I	4 I	9 I		33
	I 0 I	5.3 I	8.3 I	18.9 I		
	I I	1.4 I	3.9 I	3.3 I		
	I I	.3 I	.4 I			
COLUMN TOTAL	373 39.3	210 21.8	102 10.7	114 11.8		

RAW CHI SQUARE = 345.91283 WITH 16 DEGREES OF FREEDOM.
CRAMER'S V = .29936
CONTINGENCY COEFFICIENT = .51368

This chi-square value is extremely high. The statistical significance with two percent probability that there exists a relationship between the recruiters' performance and how they feel about being a recruiter.

The contingency coefficient of 0.51363 shows a moderate relationship.

110

association[?] and reveals a relationship along the falling diagonal.

There is a significant and important difference between this table
and the former table (page 96). When the recruiters in the former table
characterized their performance in their last jobs, some 73.8 percent exp-
ressed they did "excellent", 24.2 percent said they did "above average" and
only 2 percent said they did "average" or below.

In this table (page 98) a significant drop in performance is seen
with only 21.3 percent characterizing their performance as recruiters as
"excellent", 33.1 percent characterizing it as "above average" and 45.7 per-
cent saing they do "average" or below. Their derived level of satisfaction or.
more precisely. their feelings about being recruiters. show a more dispersed
and falling tendency.

The general pattern of increased satisfaction as a function of
increased performance is also seen in this table.

SUMMARY. Recruiters feel a significant drop in their performance as
recruiter when compared to their performance in their previous job. A con-
sequent drop is found in their level of satisfaction about being recruiters.

To inquire whether or not the present "screening" and drafting of
recruiters based on their previous job performance has anything to it, I
correlated their previous and their present performance.

[?]Maximum contingency coefficient value for this 5x5 table. give a chi-square
of 345 and 965 valid cases is (see page 41):

$$c = \left(\frac{345^2}{345^2 + 965} \right)^{1/2} = 0.99597$$

```
* * * * * * * * * C R O S S T A B U L A T I O N   O F  * * * * * * * * * *

    Q14          CHARACTERIZE PERFORMANCE IN LAST JOB?        By
    Q09          CHARACTERIZE YOUR PERFORMANCE AS RECRUIT

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

              Q9
       COUNT  I
       ROW PCT IEXCELLEN ABOVE  A AVERAGE BELOW  A POOR          ROW
       COL PCT IT        VERAGE           VERAGE                 TOTAL
       TOT PCT I    1. I     2. I     3. I     4. I     5. I
Q14    --------I--------I--------I--------I--------I--------I
          1.   I   185  I   237  I   194  I    71  I    25  I    712
   EXCELLEN    I  26.0  I  33.3  I  27.2  I  10.0  I   3.5  I   73.8
               I  89.8  I  74.3  I  73.8  I  55.0  I  52.1  I
               I  19.2  I  24.6  I  20.1  I   7.4  I   2.6  I
             -I--------I--------I--------I--------I--------I
          2.   I    19  I    71  I    66  I    56  I    22  I    234
   ABOVE  AVERAGE I 8.1 I  30.3  I  28.2  I  23.9  I   9.4  I   24.2
               I   9.2  I  22.3  I  25.1  I  43.4  I  45.8  I
               I   2.0  I   7.4  I   6.8  I   5.8  I   2.3  I
             -I--------I--------I--------I--------I--------I
          3.   I     2  I     9  I     3  I     2  I     1  I    17
   AVERAGE     I  11.8  I  52.9  I  17.6  I  11.8  I   5.9  I   1.8
               I   1.0  I   2.8  I   1.1  I   1.6  I   2.1  I
               I    .2  I    .9  I    .3  I    .2  I    .1  I
             -I--------I--------I--------I--------I--------I
          4.   I     0  I     1  I     0  I     0  I     0  I    1
   BELOW  AVERAGE I  0  I 100.0  I     0  I     0  I     0  I   .1
               I     0  I    .3  I     0  I     0  I     0  I
               I     0  I    .1  I     0  I     0  I     0  I
             -I--------I--------I--------I--------I--------I
          5.   I     0  I     1  I     0  I     0  I     0  I    1
   POOR        I     0  I 100.0  I     0  I     0  I     0  I   .1
               I     0  I    .3  I     0  I     0  I     0  I
               I     0  I    .1  I     0  I     0  I     0  I
             -I--------I--------I--------I--------I--------I
       COLUMN     206      319      263      129      48        965
       TOTAL     21.3     33.1     27.3     13.4     5.0      100.0
```

RAW CHI SQUARE = 72.37175 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .13693
CONTINGENCY COEFFICIENT = .26413

The chi-square in this table is high enough to indicate a relation-
ship between their previous job performance and their present performance as
recruiters, and the significance is low enough to justify it.
The contingency coefficient is considered high enough to indicate a moderate

strength in the relationship.

The reason for this moderate strength in the relationship is seen when examining the table. The row percentages for those who did "excellent" in their previous jobs are: 26 - 33 - 27 - 10 - 4 with regard to their present performance as recruiters. A stronger relationship would have occured if the distribution had clustered more to the left, i.e., 60 - 30 - 7 - 2 - 1.

Similarly, the row percentages for those who did "above average" in their previous jobs are: 8 - 30 - 28 - 24 - 10. This shows a more logical and cohesive distribution, but also a tendency of leaning toward the right side of the table.

SUMMARY. There is a relationship between previous job performance and performance as a recruiter. This justifies some sort of a screening process for past performance when selecting recruiters.

The last effect, or relationship, I will investigate is whether or not past performance can be used to predict their level of satisfaction about being recruiters; in other words, if there is a correlation between their earlier job performance and their present feelings about being recruiters.

The table on page 102 shows a low chi-square value, but more important, it gives a high value for the significance (0.0041), a value larger than my earlier selected level (0.0005) for accepting the hypothesis.

There is no relationship between how recruiters performed in their previous jobs and how they presently feel about being recruiters. The main reason for this is seen in the two right columns of the table. Some 15.0 percent of those who previously did excellent "dislike very much" being recruiters and additionally 11.8 percent "dislike it somewhat".

101

A similar, but even worse attitude, is found among those who did "above

average". Here some 22.2 percent express they "dislike very much" being

recruiters.

```
* * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * *

    Q14      CHARACTERIZE PERFORMANCE IN LAST JOB        B
    Q10      HOW DO YOU FEEL ABOUT BEING A RECRUITER?
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
```

		ILIKE IT IVERY MUC 1.I	LIKE IT SOMEWHAT 2.I	HAVE NO SP FEEL 3.I	DISLIKE SOMEWHAT 4.I	DISLIKE VERY MUC 5.I	ROW TOTAL

Q10

COUNT I
ROW PCT
COL PCT
TOT PCT

Q14

		ILIKE IT VERY MUC 1.I	LIKE IT SOMEWHAT 2.I	HAVE NO SP FEEL 3.I	DISLIKE SOMEWHAT 4.I	DISLIKE VERY MUC 5.I	ROW TOTAL
1. EXCELLEN		308	143	70	84	107	712
		43.3	20.1	9.8	11.8	15.0	73.8
		81.3	68.1	68.6	73.7	66.9	
		31.9	14.8	7.3	8.7	11.1	
2. ABOVE AVERAGE		65	62	29	26	52	234
		27.8	26.5	12.4	11.1	22.2	24.2
		17.2	29.5	28.4	22.8	32.5	
		6.7	6.4	3.0	2.7	5.4	
3. AVERAGE		5	5	2	4	1	17
		29.4	29.4	11.8	23.5	5.9	1.8
		1.3	2.4	2.0	3.5	.6	
		.5	.5	.2	.4	.1	
4. BELOW AVERAGE		0	0	1	0	0	1
		0	0	100.0	0	0	.1
		0	0	1.0	0	0	
		0	0	.1	0	0	
5. POOR		1	0	0	0	0	1
		100.0	0	0	0	0	.1
		.3	0	0	0	0	
		.1	0	0	0	0	
COLUMN TOTAL		379 39.3	210 21.8	102 10.6	114 11.8	160 16.6	965 100.0

RAW CHI SQUARE = 34.86780 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0041
CRAMER"S V = .09504
CONTINGENCY COEFFICIENT = .18674

SUMMARY. There is no relationship between how recruiters performed

in their previous jobs and how they presently feel about being recruiters.

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Hypothesis 6: THOSE WHO FELT THEY PARTICIPATED IN THE SELECTION

PROCESS WERE MORE POSITIVE TO THEIR RECRUITING ASSIGNMENT.

This hypothesis was selected in order to examine the importance of
participation in decisions concerning one's own future. It might be of
importance not only to the selection of recruiters, but also to the selection
of soldiers for other types of assignment not considered to be "normal" duties.

The central question in testing this hypothesis is question 22: "What
was your participation in the selection process?". It might be wrong to state
that this question is built strictly according to Likert's scale, as it might
be possible to perceive a high degree of participation without feeling an
influence. At least a few respondents felt this way (see page 31), which is
the reason why I did not show any frequency statistics in the earlier presen-
tation on page 53.

With this limitation in mind, and the fact that the scale is built
considering those responses from "high" to "no" participation, let me present
the answers and the calculated frequencies.

		Mean:	2.876

22. What was your participation in the selection process?

33.1 % High, and I was given full freedom to choose

14.1 % Some, and I could have refused

14.6 % Some, but I did not feel I had any influence

8.7 % Scarce, I was ordered to at least try

29.5 % None, I was strictly ordered

Mean:	2.876
St dev:	1.649
Median:	2.695
Variance:	2.715
Mode:	1
Skewness:	0.152
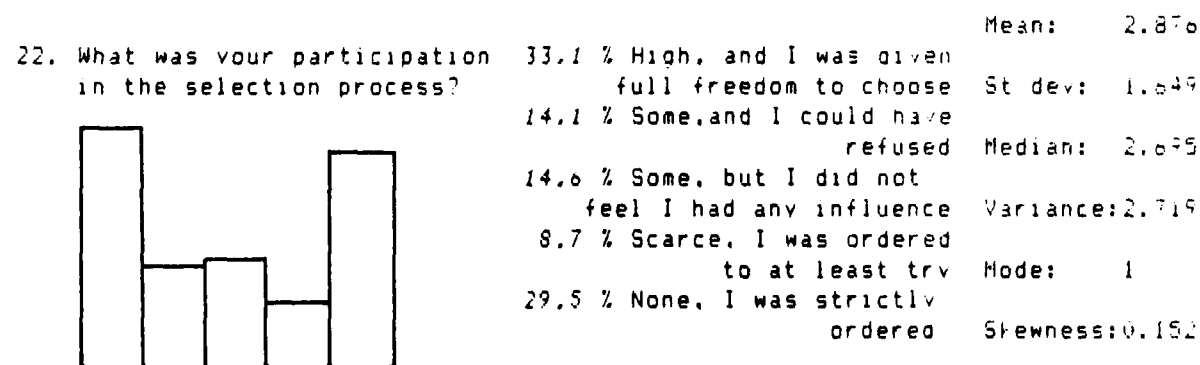
The profile table shows an "either/or" distribution. Some 47.2 percent
say they participated and felt they had at least some level of influence,
whereas 38.2 percent felt scarce or no participation and that they were
ordered into a recruiting assignment.

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Q22   DID YOU PARTICIPATE IN SELECTION PROCESS   BY
Q23   YOUR FEELINGS ABOUT BEING SELECTED?

* *

	Q23					
COUNT I						
ROW PCT II	LIKED	I LIKED	NO SPEC	DISLIKED	DISLIKED	FOW
COL PCT IIT	VERY	IT SOMEW	FEELINGS	SOMEWHA	VERr MU	TOTAL
TOT PCT I	1.I	2.I	3.I	4.I	5.I	
Q22 --------I	--------I	--------I	--------I	--------I	--------I	
1. I	289 I	18 I	10 I	1 I	1 I	319
HIGH.I COULD CH I	90.6 I	5.6 I	3.1 I	.3 I	.3 I	33.1
I	66.0 I	12.0 I	8.2 I	.8 I	.7 I	
I	29.9 I	1.9 I	1.0 I	.1 I	.1 I	
-I--------I	--------I	--------I	--------I	--------I	--------I	
2. I	71 I	41 I	13 I	7 I	4 I	126
SOME.I COULD RE I	52.2 I	30.1 I	9.6 I	5.1 I	2.9 I	14.1
I	16.2 I	27.3 I	10.7 I	5.9 I	2.9 I	
I	7.4 I	4.2 I	1.3 I	.7 I	.4 I	
-I--------I	--------I	--------I	--------I	--------I	--------I	
3. I	39 I	35 I	25 I	26 I	16 I	141
SOME.BUT NO INFL I	27.7 I	24.8 I	17.7 I	18.4 I	11.3 I	14.6
I	8.9 I	23.3 I	20.5 I	21.8 I	11.8 I	
I	4.0 I	3.6 I	2.6 I	2.7 I	1.7 I	
-I--------I	--------I	--------I	--------I	--------I	--------I	
4. I	7 I	10 I	8 I	28 I	31 I	84
SCARCE. ORD TRY I	8.3 I	11.9 I	9.5 I	33.3 I	36.9 I	8.7
I	1.6 I	6.7 I	6.6 I	23.5 I	22.8 I	
I	.7 I	1.0 I	.8 I	2.9 I	3.2 I	
-I--------I	--------I	--------I	--------I	--------I	--------I	
5. I	32 I	46 I	66 I	57 I	84 I	285
NONE. I WAS ORDE I	11.2 I	16.1 I	23.2 I	20.0 I	29.5 I	29.5
I	7.3 I	30.7 I	54.1 I	47.9 I	61.8 I	
I	3.3 I	4.8 I	6.8 I	5.9 I	8.7 I	
-I--------I	--------I	--------I	--------I	--------I	--------I	
COLUMN	438	150	122	119	136	965
TOTAL	45.4	15.5	12.6	12.3	14.1	100.0

RAW CHI SQUARE = 578.68122 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .38719   CONTINGENCY COEFFICIENT = .61227

This chi-square value is extremely high. In fact it is the second

highest in the survey, only surpassed by the relationship between what the

recruiters previously knew about recruiting and who provided them with this

knowledge (see page 74). The significance is 0. meaning with 100 percent

probability that there exists a relationship between the recruiters

participation in the selection process and how they feel about being selected.

The figures also show the highest contingency coefficient in the survey for a table of similar rows and columns, meaning that there is a very strong degree of association.

Looking at the table and starting with the row percentages, it is seen that 90.6 percent of those 319 recruiters who experienced the highest level of participation in the process liked being selected "very much"; and that 82.3 percent of those who had some, and influential participation liked it either somewhat or very much. On the other side of the scale it is seen that 49.5 percent of those 285 who were ordered either disliked it somewhat or very much, which also was the perception of 70.2 percent of those who felt scarce influence.

Looking at the column totals, 82.2 percent of those who liked being selected "very much" had experienced either high or some, and influential participation; whereas, on the other hand, 84.6 percent of those who "disliked very much" being selected had experienced either scarce or no participation at all.

SUMMARY. There is a very strong relationship between the recruiters participation in the selection process and how they feel about being selected. Almost everyone who had a high degree of participation liked being selected as a recruiter, whereas half of those who were ordered, and two-third of those who felt scarce influence, disliked it either somewhat or very much.

To examine the long term effects of a participating selection process I crosstabulated the recruiter s level of participation with how they later feel about being recruiters.

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********** C R O S S T A B U L A T I O N   O F **********

Q22   DID YOU PARTICIPATE IN SELECTION PROCESS   B
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

```
                    Q10
            COUNT  I
            ROW PCT ILIKE IT  LIKE IT  HAVE NO  DISLIKE  DISLIKE    ROW
            COL PCT IVERY MUC SOMEWHAT SP FEEL  SOMEWHAT VERY MUC  TOTAL
            TOT PCT I     1.I      2.I      3.I      4.I      5.I
Q22         --------I--------I--------I--------I--------I--------I
         1.  I    194  I    64  I    28  I    16  I    17  I    319
HIGH.I  COULD CH I  60.8  I  20.1  I   8.8  I   5.0  I   5.3  !  33.1
          I  51.2  I  30.5  I  27.5  I  14.0  I  10.6  I
          I  20.1  I   6.6  I   2.9  I   1.7  I   1.8  I
         -I--------I--------I--------I--------I--------I
         2.  I     69  I    37  I     9  I    15  I     6  I    136
SOME.I  COULD RE I  50.7  I  27.2  I   6.6  I  11.0  I   4.4  I  14.1
          I  18.2  I  17.6  I   8.8  I  13.2  I   3.7  I
          I   7.2  I   3.8  I    .9  I   1.6  I    .6  I
         -I--------I--------I--------I--------I--------I
         3.  I     38  I    30  I    22  I    21  I    30  I    141
SOME.BUT NO INFL I  27.0  I  21.3  I  15.6  I  14.9  I  21.3  I  14.6
          I  10.0  I  14.3  I  21.6  I  18.4  I  18.8  I
          I   3.9  I   3.1  I   2.3  I   2.2  I   3.1  I
         -I--------I--------I--------I--------I--------I
         4.  I      8  I    11  I    11  I    19  I    35  I     84
SCARCE. ORD TRY  I   9.5  I  13.1  I  13.1  I  22.6  I  41.7  I   8.7
          I   2.1  I   5.2  I  10.8  I  16.7  I  21.9  I
          I    .8  I   1.1  I   1.1  I   2.0  I   3.6  I
         -I--------I--------I--------I--------I--------I
         5.  I     70  I    68  I    32  I    43  I    72  I    285
NONE, I WAS ORDE I  24.6  I  23.9  I  11.2  I  15.1  I  25.3  I  29.5
          I  18.5  I  32.4  I  31.4  I  37.7  I  45.0  I
          I   7.3  I   7.0  I   3.3  I   4.5  I   7.5  I
         -I--------I--------I--------I--------I--------I
         COLUMN    379      210      102      114      160      965
         TOTAL    39.3     21.8     10.6     11.8     16.6    100.0
```

RAW CHI SQUARE = 202.86463 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .22925   CONTINGENCY COEFFICIENT = .41678

This table has an extremely high chi-square value and a significance

of 0. It is has a very high contingency coefficient. The table content is

considered self-explanatory and shows with a 100 percent probability that

there is a strong relationship between the level of participation and how

they later feel about being recruiters.

Hypothesis 7: THOSE WHO WERE GIVEN AN EXPLANATION OR TOLD ABOUT

THEIR SELECTION WERE MORE POSITIVE TOWARD THEIR

RECRUITING ASSIGNMENT THAN THOSE WHO WERE

INFORMED THROUGH IMPERSONAL ORDERS.

This hypothesis is close to, or might be considered as a continuation

of, the previously discussed hypothesis number 6. It was selected in order

to encompass the value of interpersonal communication, even if none of the

participants had any influence on the selection.

The central test parameter is question 21: "How were you informed

about the selection?". The answers have the following distribution (as seen

on page 53):

21. How were you informed
about the selection?
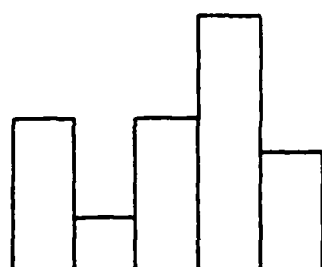
21.0 % Personally by my commander

7.4 % Personally (telephone) by MILPERCEN

20.8 % By receipt of the survey package

34.8 % In a written order

16.0 % Other, specify:.............

The answers represent distinct alternatives and have to be separately

addressed and evaluated. The first two describe some sort of personal com-

munication, whereas the next two represent some sort of impersonal information

about the selection. The last alternative, "Other", will not be commented on

as the variety of responses make it less operational, for instance, "that this

was a way of getting an assignment in the USAR" or "as a way of reenlisting

in the Army".

Most of the recruiters (55.6 percent) were informed impersonally

about their selection to recruiting command, while 28.4 percent were

personally told by either their commanding officer or by MILPERCEN.

Q21   HOW WERE YOU INFORMED ABOUT SELECTION?   B:
Q23   YOUR FEELINGS ABOUT BEING SELECTED?

* *

```
                  Q23
          COUNT   I
          ROW PCT II LIKED   I LIKED   NO SPEC  DISLIKED DISLIKED   ROW
          COL PCT IIT VERY   IT SOMEW  FEELINGS SOMEWHA  VER/ MU   TOTAL
          TOT PCT I     1.I      2.I      3.I      4.I      5.I
Q21               --------I--------I--------I--------I--------I--------I
             1.   I   125  I    31  I    26  I    15  I     6  I   203
  PERSONAL B/ CDR I  61.6  I  15.3  I  12.8  I   7.4  I   3.0  I  21.0
                  I  28.5  I  20.7  I  21.3  I  12.6  I   4.4  I
                  I  13.0  I   3.2  I   2.7  I   1.6  I    .6  I
                  -I--------I--------I--------I--------I--------I
             2.   I    44  I     9  I     5  I     5  I     8  I    71
  PERSONAL B/ MILP I  62.0  I  12.7  I   7.0  I   7.0  I  11.3  I   7.4
                  I  10.0  I   6.0  I   4.1  I   4.2  I   5.9  I
                  I   4.6  I    .9  I    .5  I    .5  I    .8  I
                  -I--------I--------I--------I--------I--------I
             3.   I    50  I    34  I    30  I    38  I    49  I   201
  RECEIPT OF SURVP I  24.9  I  16.9  I  14.9  I  18.9  I  24.4  I  20.8
                  I  11.4  I  22.7  I  24.6  I  31.9  I  36.0  I
                  I   5.2  I   3.5  I   3.1  I   3.9  I   5.1  I
                  -I--------I--------I--------I--------I--------I
             4.   I   115  I    56  I    46  I    55  I    64  I   336
  WRITTEN ORDER   I  34.2  I  16.7  I  13.7  I  16.4  I  19.0  I  34.8
                  I  26.3  I  37.3  I  37.7  I  46.2  I  47.1  I
                  I  11.9  I   5.8  I   4.8  I   5.7  I   6.6  I
                  -I--------I--------I--------I--------I--------I
             5.   I   104  I    20  I    15  I     6  I     9  I   154
  OTHER           I  67.5  I  13.0  I   9.7  I   3.9  I   5.8  I  16.0
                  I  23.7  I  13.3  I  12.3  I   5.0  I   6.6  I
                  I  10.8  I   2.1  I   1.6  I    .6  I    .9  I
                  -I--------I--------I--------I--------I--------I
          COLUMN     438      150      122      119      136     965
          TOTAL     45.4     15.5     12.6     12.3     14.1   100.0
```

RAW CHI SQUARE = 138.62539 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .18951
CONTINGENCY COEFFICIENT = .35441

The table above has a high chi-square value and a low significance.
The contingency coefficient is significantly high and serves to verify a
strong relationship between how the recruiters were informed about their
selection to recruiting command and how they felt about being selected.

The vertical axis (question 21) has to be considered as consisting

of distinctive values whereas the horizontal axis (question 23) is built according to Likert's scale.

By accumulating the two different ways of being informed about selection and concentrating on the row percentages, the following pattern appears:

	Liked it v. much	Liked it somewhat	No spec feelings	Disliked somewhat	Disliked v. much	Total
Personally	169 61.7	40 14.6	31 11.3	20 7.3	14 5.1	274
Impersonally	165 30.7	90 16.7	76 14.2	93 17.3	113 21.1	537

SUMMARY. There is a strong relationship between how recruiters were informed about their selection to recruiting command and how they felt about being selected. Those who were personally told about the selection were twice as positive as those who received impersonal information through a letter or an order. Those who were informed impersonally seem to dislike the selection "very much" about 4 times as often as those who were personally told.

Permit me a marginal note about the distribution of those who answered they were informed through the receipt of the traditional survey-package welcoming them to USAREC. I assume this has been institutionalized in order to make the selected recruiters feel more positive to the assignment. The table shows, however, that this objective is not achieved.

To conclude by combining the last two hypotheses, both dealing with the final selection and information, I put up two three-dimentional cross-tabulation tables. I used the questions 23 and 22 as table variables, and question 21 as the controlling element. The tables are presented on the next two pages.

Q23   YOUR FEELINGS ABOUT BEING SELECTED?   BY

Q22   DID YOU PARTICIPATE IN SELECTION PROCESS

CONTROLLING FOR..

Q21   HOW WERE YOU INFORMED ABOUT SELECTION?   VALUE 1. PERSONALLY

                                                             BY CDR

* *

	Q22					
COUNT I						
ROW PCT IHIGH.I	SOME.I	SOME,BUT	SCARCE.	NONE. I	ROW	
COL PCT ICOULD CH	COULD RE	NO INFL	ORD TRY	WAS ORDE	TOTAL	
TOT PCT I 1.I	2.I	3.I	4.I	5.I		

Q23

	HIGH. COULD CH 1.	SOME. COULD RE 2.	SOME,BUT NO INFL 3.	SCARCE. ORD TRY 4.	NONE. WAS ORDE 5.	ROW TOTAL
1. I LIKED IT VERY	77 / 61.6 / 92.8 / 37.9	26 / 20.8 / 68.4 / 12.8	11 / 8.8 / 44.0 / 5.4	2 / 1.6 / 15.4 / 1.0	9 / 7.2 / 20.5 / 4.4	125 / 61.6
2. I LIKED IT SOMEW	2 / 6.5 / 2.4 / 1.0	10 / 32.3 / 26.3 / 4.9	6 / 19.4 / 24.0 / 3.0	5 / 16.1 / 38.5 / 2.5	8 / 25.8 / 18.2 / 3.9	31 / 15.3
3. NO SPEC FEELINGS	3 / 11.5 / 3.6 / 1.5	1 / 3.8 / 2.6 / .5	4 / 15.4 / 16.0 / 2.0	2 / 7.7 / 15.4 / 1.0	16 / 61.5 / 36.4 / 7.9	26 / 12.8
4. DISLIKED SOMEWHA	1 / 6.7 / 1.2 / .5	0 / 0 / 0 / 0	3 / 20.0 / 12.0 / 1.5	3 / 20.0 / 23.1 / 1.5	8 / 53.3 / 18.2 / 3.9	15 / 7.4
5. DISLIKED VERY MU	0 / 0 / 0 / 0	1 / 16.7 / 2.6 / .5	1 / 16.7 / 4.0 / .5	1 / 16.7 / 7.7 / .5	3 / 50.0 / 6.8 / 1.5	6 / 3.0
COLUMN TOTAL	83 / 40.9	38 / 18.7	25 / 12.3	13 / 6.4	44 / 21.7	203 / 100.0

RAW CHI SQUARE = 102.07760 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000

CRAMER"S V = .35456   CONTINGENCY COEFFICIENT = .57844

     Both tables have high chi-square values and low enough levels of

significance to verify the relationships. The contingency coefficients are

also both very high and signal high degrees of association.

     The tables show no significant difference for those who experienced

a high level of participation and for this reason liked being selected so

much. It is the opposite case for those who felt no participation in the

process was seen in this table a right column compared with those in the

former tables, their level of dissatisfaction show that those who

received the information through an impersonal order.

* * * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * * *

       Q.2   YOUR FEELINGS ABOUT BEING SELECTED
       Q.2   DID YOU PARTICIPATE IN SELECTION PROCESS
                CONTROLLING FOR...
       Q.9   HOW WERE YOU INFORMED ABOUT SELECTION

* *

	COUNT						
	ROW PCT	TOTALLY I	SOME, I	SOMEWHAT I HAD NO			
	COL PCT	COULD CH	COULD RE	NO INFL	HAD TR		ROW
	TOT PCT I	1. I	2. I	3. I	4.		TOTAL
Q.2	1.	37 I	16 I	8 I	2		110
I LIKED IT VERY		57.0 I	13.9 I	7.0 I	2.6		
		50.6 I	41.0 I	16.3 I	16.7		
		22.9 I	4.8 I	2.4 I	.9		
	2. I	4 I	12 I	13 I	2		56
I LIKED IT SOMEW I		7.1 I	21.4 I	23.2 I	3.6		
		4.7 I	30.8 I	26.5 I	11.1		
		1.2 I	3.6 I	3.9 I	.6		
	3. I	3 I	8 I	9 I			
NO SPEC FEELINGS I		5.5 I	13.9 I	19.5 I	4.7		
		1.5 I	15.4 I	18.4 I	11.1		
		.3 I	1.8 I	2.7 I	.6		
	4. I	0 I	4 I	10 I	9		55
DISLIKED SOMEWHA I		0 I	7.3 I	18.2 I	16.4		
		0 I	10.3 I	20.4 I	50.0		
		0 I	1.2 I	3.0 I	2.		
	5. I	1 I	1 I	9 I	2		63
DISLIKED VERY MU I		1.6 I	1.6 I	14.1 I	3.1		
		1.2 I	2.6 I	18.4 I	11.1		
		.3 I	.3 I	2.7 I	.6		
COLUMN		85	39	49	18		
TOTAL		25.3	11.6	14.6	5.4		

RAW CHI SQUARE = 21.95653 WITH 16 DEGREES OF FREEDOM.

CRAMER'S V = .3xx1x   CONTINGENCY COEFFICIENT = .xx

111

Hypothesis 8: RECRUITERS FEEL LESS SATISFACTION IN THEIR JOB AS A
RECRUITER THAN WHAT THEY FELT IN THEIR LAST JOB.

This hypothesis has already been briefly discussed in considering

hypothesis number 5: "Recruiters feel a drop in their own performance when

compared to their performance in their last job." In pursuing the consequences

of that hypothesis, I found it interesting to address the relationship between

the recruiters' drop in performance and their later feelings as recruiters.

What I have done for this hypothesis is to compare the change in level

of satisfaction between what they experienced in their previous jobs and what

they feel in their present job as recruiters; and to investigate if this has

any consequences on the selection process. The test question is question 10:

10. How do you feel about being a recruiter?
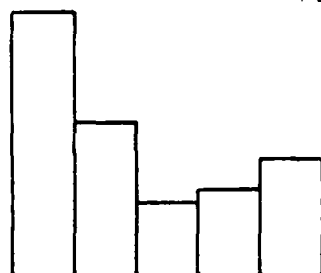
39.3 % Like it very much	Mean:	2.447
21.8 % Like it somewhat	St dev:	1.505
10.6 % No special feelings	Median:	1.953
11.3 % Dislike it somewhat	Variance:	2.266
16.6 % Dislike very much	Mode:	1
	Skewness:	0.592

Another central test question in this

hypothesis is question 15: "All things

considered, how satisfied or dissatisfied were you with the military as a way

of life during your last job?". This resulted in the distribution (see page 51):

15. How satisfied or dissatisfied were you in your last job?
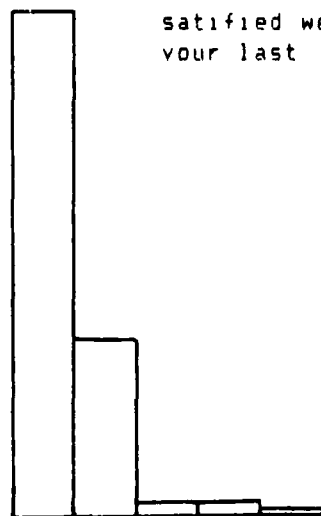
70.1 % Very satisfied	Mean:	1.371
25.6 % Satisfied	St dev:	0.664
2.0 % Neither satisfied	Median:	1.214
2.0 % Somewhat dissatisf.	Varianse:	0.441
0.4 % Very dissatisfied	Mode:	1
	Skewness:	2.291

The differences between these two profile

tables can be easily seen and there is

no doubt that the hypothesis is correct.

However, some interesting things occur

when crosstabulating these two questions.

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Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?   BY
Q15   SATISFIED WITH MILITARY LIFE IN LAST JOB?

* *

Q15 COUNT ROW PCT COL PCT TOT PCT	IVERY SAT IISFIED 1.	SATISFIE 2.	NEITHER NOR 3.	SOMEWHAT DISSATI 4.	VERY DIS SATISFIE 5.	ROW TOTAL
Q10						
1. LIKE IT VERY MUC	262 / 69.1 / 38.8 / 27.2	97 / 25.6 / 39.3 / 10.1	7 / 1.8 / 36.8 / .7	12 / 3.2 / 63.2 / 1.2	1 / .3 / 25.0 / .1	373 / 39.3
2. LIKE IT SOMEWHAT	135 / 64.3 / 20.0 / 14.0	63 / 30.0 / 25.5 / 6.5	5 / 2.4 / 26.3 / .5	5 / 2.4 / 26.3 / .5	2 / 1.0 / 50.0 / .2	210 / 21.8
3. HAVE NO SP FEEL	76 / 74.5 / 11.2 / 7.9	21 / 20.6 / 8.5 / 2.2	3 / 2.9 / 15.8 / .3	1 / 1.0 / 5.3 / .1	1 / 1.0 / 25.0 / .1	102 / 10.6
4. DISLIKE SOMEWHAT	77 / 67.5 / 11.4 / 8.0	33 / 28.9 / 13.4 / 3.4	3 / 2.6 / 15.8 / .3	1 / .9 / 5.3 / .1	0 / 0 / 0 / 0	114 / 11.8
5. DISLIKE VERY MUC	126 / 78.7 / 18.6 / 13.1	33 / 20.6 / 13.4 / 3.4	1 / .6 / 5.3 / .1	0 / 0 / 0 / 0	0 / 0 / 0 / 0	160 / 16.5
COLUMN TOTAL	676 / 70.1	247 / 25.6	19 / 2.0	19 / 2.0	4 / .4	765 / 100.0

RAW CHI SQUARE = 21.10357 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = .1746
CRAMER'S V = .07394
CONTINGENCY COEFFICIENT = .14629

    This table has a low chi-square value, but more important a value of significance far higher than my earlier selected level (0.0005) for accepting the hypothesis. This means that there is no relationship between how they presently feel about being recruiters and how they felt in their last jobs.

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This lack of relationship is interpreted to mean that there is no correlation between how they felt in their previous job situations and how they now feel about being recruiters. It is not true that those who earlier felt dissatisfied also feel dissatisfied as recruiters; and more important, it is not correct that those who earlier felt satisfaction in their job situations also feel satisfied in their present jobs as recruiters.

When studying the column percentages for those 676 (79.1 percent) who felt "very satisfied" in their last jobs, only 38.8 percent of them have a similar attitude toward their present job situation, and almost half of them feel ambivalent or dislike being recruiters. A similar pattern is seen among those 247 who earlier were "satisfied".

Note also that the row percentages in the two left columns, showing those who felt satisfied or very satisfied in their previous jobs, are all larger than 94.3 percent. In fact, the highest level of satisfaction is found in the lowest row where 99.4 percent of those who now dislike very much being recruiters characterize their earlier job satisfaction as very satisfying.

The number of those who were ambivalent or dissatisfied in their previous jobs is so small (all together 4.4 percent) that conclusions in this area might be statistically invalid.

SUMMARY. Recruiters feel less satisfaction in their jobs as recruiters than what they felt in their last jobs. This feeling is independent of how they previously felt about the military as a way of life.

My reason for pursuing this issue is to investigate whether or not this drop in job satisfaction has any long term consequences; and since I am interested in the future environment on the selection process, I put up question 10 against question 8: "What is your preference for your next or subsequent assignment/enlistment?".

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Q8   WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN?   B⸱
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

		Q10					
	COUNT ROW PCT COL PCT TOT PCT	ILIKE IT IVERY MUC I 1.I	LIKE IT SOMEWHAT 2.I	HAVE NO SP FEEL 3.I	DISLIKE SOMEWHAT 4.I	DISLIKE VERY MUC 5.I	ROW TOTAL
Q8							
1. REENL AS ONPROD	I I I I	78 72.9 20.6 8.1	24 22.4 11.4 2.5	3 2.8 2.9 .3	2 1.9 1.8 .2	0 0 0 0	107 11.1
2. REENL IN USAREC	I I I I	153 68.0 40.4 15.9	45 20.0 21.4 4.7	19 8.4 18.6 2.0	5 2.2 4.4 .5	3 1.3 1.9 .3	225 23.3
3. REENLISTMENT NCO	I I I I	47 41.2 12.4 4.9	38 33.3 18.1 3.9	12 10.5 11.8 1.2	7 6.1 6.1 .7	10 8.8 6.3 1.0	114 11.8
4. IN PRIOR MOS	I I I I	27 9.9 7.1 2.8	63 23.2 30.0 6.5	39 14.3 38.2 4.0	66 24.3 57.9 6.8	77 28.3 48.1 8.0	272 28.2
5. ANY ASSM OUTS AR	I I I I	9 8.0 2.4 .9	15 13.3 7.1 1.6	10 8.8 9.8 1.0	23 20.4 20.2 2.4	56 49.6 35.0 5.8	113 11.7
6. RESIGN	I I I I	14 32.6 3.7 1.5	5 11.6 2.4 .5	5 11.6 4.9 .5	7 16.3 6.1 .7	12 27.9 7.5 1.2	43 4.5
7. NO PREF	I I I I	51 56.0 13.5 5.3	20 22.0 9.5 2.1	14 15.4 13.7 1.5	4 4.4 3.5 .4	2 2.2 1.2 .2	91 9.4
COLUMN TOTAL		379 39.3	210 21.8	102 10.6	114 11.8	160 16.6	965 100.0

RAW CHI SQUARE = 441.56469 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .33822
CONTINGENCY COEFFICIENT = .56030

The table on the previous page has an extremely high chi-square value and an extremely low value for significance. Cramer's V is high enough to verify a strong relationship between the recruiters preference for their next assignment and how they feel about being recruiters.

The most interesting aspect of this table is the behavior of those who either like or dislike being recruiters with regard to their preference for their next assignment. I will not comment on the 4.5 percent who want to resign from the Army or the 9.4 percent who have no preferences.

Almost all of those who like being recruiters very much (73.4 percent) want a future assignment within recruiting, and very few of them (5.5 percent) want an assignment outside of recruiting. On the other hand, those who dislike recruiting want to either return to their prior MOS or to have an assignment outside USAREC (83.1 percent of those who dislike being recruiters very much and 78.1 percent of those who dislike it somewhat), and very few of them want to remain in a recruiting assignment (8.3 percent and 12.3 percent respectively).

The consequence of the above is that the "first hand" information that is "brought back" to the units in the Army about recruiting is furnished by those who feel strongly dissatisfied as recruiters. This conclusion will be followed up in the discussion of hypothesis number 9: "Recruiters who feel dissatisfied will not recommend a recruiting assignment to one of their good friends".

SUMMARY. Almost all of those who like being recruiters want a future assignment within recruiting. Those who dislike being recruiters, on the other hand, primarily want to return to their prior MOS or to other assignments outside USAREC. This means that the local,"first hand" information about recruiting will be provided by NCOs who felt dissatisfied as recruiters

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Hypothesis 9: RECRUITERS WHO FEEL DISSATISFIED WILL NOT RECOMMEND
A RECRUITING ASSIGNMENT TO THEIR FRIENDS.

This hypothesis might seem self-evident, but it was established in order to qualify the type of information that is brought back o experienced recruiters to their NCO colleques who form the pool of potential recruiters.

Question 11 is a straight forward question: "Would you recommend a recruiting assignment to one of your good friends?". The answers got the distribution as presented on page 50.

11. Would you recommend recruiting to one of your good friends?
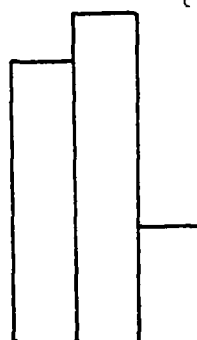
40.0 % Yes

45.6 % No

14.4 % Don't know

Another obvious test question to verify the hypothesis before elaborating on other areas is question 10: "How do you feel about being a recruiter?". This question has the following distribution (as presented on page 50):

10. How do you feel about being a recruiter?
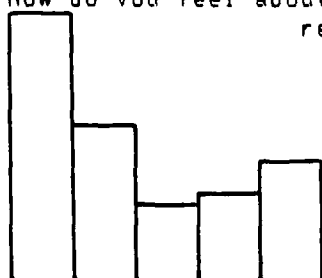
39.3 % Like it very much

21.7 % like it somewhat   Mean: 2.447
                              St dev: 1.505
10.6 % No special feelings Median: 1.993
                              Variance: 2.266
11.8 % Dislike it somewhat Mode: 1
                              Skewness: 0.591
16.6 % Dislike it very much

The table on the next page, which puts these two questions up against each other, might be used as a classic example of a very strong relationship. It has an extremely high chi-square value and a value for significance so

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********* C R O S S T A B U L A T I O N O F *********

Q11   WOULD YOU RECOMMEND A RECRUITING ASSIGN?   BY
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

		Q10					
	COUNT	I					
	ROW PCT	ILIKE IT	LIKE IT	HAVE NO	DISLIKE	DISLIKE	ROW
	COL PCT	IVERY MUC	SOMEWHAT	SP FEEL	SOMEWHAT	VERY MUC	TOTAL
	TOT PCT	I 1.I	2.I	3.I	4.I	5.I	
Q11		--------I--------I--------I--------I--------I--------I					
	1.	I 288 I	74 I	17 I	7 I	0 I	380
YES		I 74.6 I	19.2 I	4.4 I	1.8 I	0 I	40.0
		I 76.0 I	35.2 I	16.7 I	6.1 I	0 I	
		I 29.8 I	7.7 I	1.8 I	.7 I	0 I	
		-I--------I--------I--------I--------I--------I					
	2.	I 44 I	84 I	64 I	92 I	156 I	440
NO		I 10.0 I	19.1 I	14.5 I	20.9 I	35.5 I	45.6
		I 11.6 I	40.0 I	62.7 I	80.7 I	97.5 I	
		I 4.6 I	8.7 I	6.6 I	9.5 I	16.2 I	
		-I--------I--------I--------I--------I--------I					
	3.	I 47 I	52 I	21 I	15 I	4 I	139
DON T KNOW		I 33.8 I	37.4 I	15.1 I	10.8 I	2.9 I	14.4
		I 12.1 I	24.8 I	20.6 I	13.2 I	2.5 I	
		I 4.9 I	5.4 I	2.2 I	1.6 I	.4 I	
		-I--------I--------I--------I--------I--------I					
	COLUMN	379	210	102	114	160	969
	TOTAL	39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 499.12343 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .50854
CONTINGENCY COEFFICIENT = .58387

low that it is statistically impossible to obtain any larger chi-square

value in a similar table. Cramer s V is also very high. Thus, this table

shows with a 100 percent probability that there is a very strong relationship

between how they feel about being recruiters and whether or not they would

recommend a recruiting assignment to their friends.

When looking at the table it is seen that almost all of those who

answered that they would recommend a recruiting assignment either like being

recruiters very much or somewhat (93.8 percent). On the other hand, all those

who dislike being recruiters "very much" would either not. or don t know if
they would. recommend it to their friends. This is also the case for almost
all of those who dislike it somewhat (93.9 percent).

When considering those who answered that they "don t know" it is seen
that most of them (71.2 percent) either like being recruiters very much or
somewhat. and it is safe to assume that their hesitation is based on
considerations concerning their friends qualifications. If it. however. is
rooted in their own perceptions. it is assumed that they will be more
positive than negative over time. or at least will provide balanced
information. but a few will probably advise against it.

SUMMARY. Less than half of the recruiters would recommend a recruiting
assignment to their friends. Those who feel dissatisfied would absolutely not
recommend it. whereas most of those who like being recruiters would.

In order to tie this attitude to how they themselves experienced the
selection process, I put up question 22: "What was your participation in the
selection process?" against whether or not they would recommend a recruiting
assignment.

The table on the next page shows a sufficiently high chi-square value
and low significance to justify the relationship. Cramer s V is high enough
to verify that there is a relationship between the level of their own par-
ticipation in the selection process and whether or not they later would re-
commend a recruiting assignment to their friends.

A polarization is seen in the table. especially between those who
answered "yes" and those who answered "no". Some 50.3 percent of those who
answered "yes" have experienced a high level of participation. whereas
38.4 percent of those who answered "no" have experienced no participation.

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```
* * * * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * *

    Q11        WOULD YOU RECOMMEND A RECRUITING ASSIGN?     BY
    Q22        DI YOU PARTICIPATE IN SELECTION PROCESS?

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                     Q22
              COUNT  I
              ROW PCT IHIGH.I    SOME.I   SOME.BUT SCARCE.   NONE. I    ROW
              COL PCT ICOULD CH COULD RE  NO INFL  ORD TRY   WAS ORDE   TOTAL
              TOT PCT I     1.I      2.I      3.I      4.I       5.I
Q11           --------I--------I--------I--------I--------I--------I
              1.  I    194  I    65  I    44  I    10  I    73  I    386
    YES       I   50.3  I  16.8  I  11.4  I   2.6  I  18.9  I   40.0
              I   60.8  I  47.8  I  31.2  I  11.9  I  25.6  I
              I   20.1  I   6.7  I   4.6  I   1.0  I   7.6  I
              -I--------I--------I--------I--------I--------I
              2.  I     84  I    47  I    73  I    67  I   169  I    440
    NO        I   19.1  I  10.7  I  16.6  I  15.2  I  38.4  I   45.6
              I   26.3  I  34.6  I  51.8  I  79.8  I  59.3  I
              I    8.7  I   4.9  I   7.6  I   6.9  I  17.5  I
              -I--------I--------I--------I--------I--------I
              3.  I     41  I    24  I    24  I     7  I    43  I    139
  DON T  KNOW I   29.5  I  17.3  I  17.3  I   5.0  I  30.9  I   14.4
              I   12.9  I  17.6  I  17.0  I   8.3  I  15.1  I
              I    4.2  I   2.5  I   2.5  I    .7  I   4.5  I
              -I--------I--------I--------I--------I--------I
      COLUMN      319      136      141       84      285       965
      TOTAL      33.1     14.1     14.6      8.7     29.5     100.0
```

RAW CHI SQUARE = 139.12110 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .26848
CONTINGENCY COEFFICIENT = .35497

Additionally 16.8 percent of those who answered "yes" have experienced "some, and influential" participation, whereas 15.2 percent of those who answered "no" have experienced "scarce, and uninfluential" participation.

SUMMARY. Most of those who positively participated in the selection process would later recommend a recruiting assignment to one of their friends. Most of those who felt little or no influential participation in the selection process would not recommend it.

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Hypothesis 10: MOST OF THE POTENTIAL RECRUITERS KNOWLEDGE
ABOUT RECRUITING DUTIES IS ACQUIRED FROM NCO
COLLEAGUES WHO HAVE HAD EXPERIENCE AS A RECRUITER.

The next two hypotheses look at the information flow from the infor-
mation "supply" side. Many aspects of this have already been touched upon.
especially in the discussion of the first two hypotheses. but these were
discussed from the information "demand" side.

This hypothesis will quantify and qualify the type of information
that is brought back by experienced NCO colleagues to the potential rec-
ruiters in the various units of the Army.

A central question in presenting the "demand" side is question 18:
"Who. if anyone. provided you with this knowledge?" (about recruiting).
The distribution of answers is as earlier presented (see page 50):

18. Who. if anyone. provided
you with this knowledge?
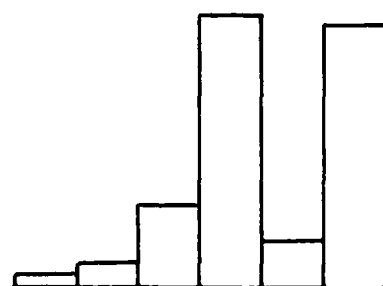
2.0 % Commanding officers

3.5 % Other officers in my unit

11.9 % Outsiders (traveling teams.
                        recruiters etc'

38.0 % NCO colleagues who had experience
                        as recruiters

7.0 % Other NCO colleagues

37.6 % None

This table shows that NCO colleagues who have had experience as
recruiters far outrank any other source of information. Disregarding those
who said they had received no information at all, some 60.8 percent of the
potential recruiters received their information from this group. It is
therefore important to study what attitudes they reveal in order to predict
their impact upon the selection process environment.

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With the assumption that successful recruiters will be permitted to reenlist in recruiting if they want to, which is logical according to the high priority that recruiting is given; then question 8: "What is your preference for your next or subsequent assignment/enlistment?", reveals what will happen after the completion of their tour. This question has the following distribution of answers (as shown on page 48):

8. What is your preference for your next assignment/enlistment?
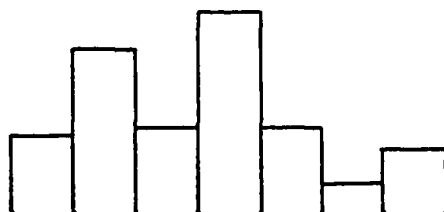
11.1 % Reenlist as an On-Production Recruiter

23.3 % Reenlist in USAREC, but not as an On-Production Recruiter.

11.8 % Reenlistment NCO

28.2 % MOS I held before recruiting duty

11.7 % Any assignment outside USAREC

4.5 % Resign from the Army

9.4 % No preference

I will compare the first two alternatives, which both represent a continuation of their assignment in USAREC, versus the fourth and fifth which represent returning to one of the units in the Army. The first group consists of 34.4 percent of the respondents (332 recruiters) while the other group consists of 39.9 percent (385 recruiters).

Crosstabulating using question 8 as one of the variables reveals what attitudes these groups possess.

The table on page 123, crosstabulating how they feel about being recruiters, has been presented previously on page 115. I will not comment on it, except to restate that the local, "first hand" information about recruiting in the various units of the Army is provided by NCOs who felt dissatisfied in their jobs as recruiters.

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********** C R O S S T A B U L A T I O N   O F **********

Q8   WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN?   By
Q10   HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

		Q10					
	COUNT I						
	ROW PCT	ILIKE IT	LIKE IT	HAVE NO	DISLIKE	DISLIKE	ROW
	COL PCT	IVERY MUC	SOMEWHAT	SP FEEL	SOMEWHAT	VERY MUC	TOTAL
	TOT PCT I	1.I	2.I	3.I	4.I	5.I	
Q8							
1.	I 78 I	24 I	3 I	2 I	0 I	107	
REENL AS ONPROD	I 72.9 I	22.4 I	2.8 I	1.9 I	0 I	11.1	
	I 20.6 I	11.4 I	2.9 I	1.8 I	0 I		
	I 8.1 I	2.5 I	.3 I	.2 I	0 I		
2.	I 153 I	45 I	19 I	5 I	3 I	225	
REENL IN USAREC	I 68.0 I	20.0 I	8.4 I	2.2 I	1.3 I	23.3	
	I 40.4 I	21.4 I	18.6 I	4.4 I	1.9 I		
	I 15.9 I	4.7 I	2.0 I	.5 I	.3 I		
3.	I 47 I	38 I	12 I	7 I	10 I	114	
REENLISTMENT NCO	I 41.2 I	33.3 I	10.5 I	6.1 I	8.8 I	11.8	
	I 12.4 I	18.1 I	11.8 I	6.1 I	6.3 I		
	I 4.9 I	3.9 I	1.2 I	.7 I	1.0 I		
4.	I 27 I	63 I	39 I	66 I	77 I	272	
IN PRIOR MOS	I 9.9 I	23.2 I	14.3 I	24.3 I	28.3 I	28.2	
	I 7.1 I	30.0 I	38.2 I	57.9 I	48.1 I		
	I 2.8 I	6.5 I	4.0 I	6.8 I	8.0 I		
5.	I 9 I	15 I	10 I	23 I	56 I	113	
ANY ASSM OUTS AR	I 8.0 I	13.3 I	8.8 I	20.4 I	49.6 I	11.7	
	I 2.4 I	7.1 I	9.8 I	20.2 I	35.0 I		
	I .9 I	1.6 I	1.0 I	2.4 I	5.8 I		
6.	I 14 I	5 I	5 I	7 I	12 I	43	
RESIGN	I 32.6 I	11.6 I	11.6 I	16.3 I	27.9 I	4.5	
	I 3.7 I	2.4 I	4.9 I	6.1 I	7.5 I		
	I 1.5 I	.5 I	.5 I	.7 I	1.2 I		
7.	I 51 I	20 I	14 I	4 I	2 I	91	
NO PREF	I 56.0 I	22.0 I	15.4 I	4.4 I	2.2 I	9.4	
	I 13.5 I	9.5 I	13.7 I	3.5 I	1.2 I		
	I 5.3 I	2.1 I	1.5 I	.4 I	.2 I		
COLUMN	379	210	102	114	160	965	
TOTAL	39.3	21.8	10.6	11.8	16.6	100.0	

RAW CHI SQUARE = 441.56469 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .33822
CONTINGENCY COEFFICIENT = .56030

To investigate how the same groups performed as recruiters I put up
question 8 against question 9: "All in all, characterize your performance as
a recruiter." That table is shown on next page.

The table has an extremely high chi-square value and an extremely
low value for significance. Cramer's V is high enough to verify the strong
relationship between the recruiters' preference for their next assignment and
how they feel about being recruiters.

The row percentages tell that 72 percent of those who want to reenlist
as on-production recruiters and 73.4 percent of those who want to reenlist in
another USAREC position do above average. The same level of job performance
is felt by 36.4 percent of those who want to return to their prior MOS and by
only 31 percent of those who are willing to accept "any assignment outside
USAREC".

On the other hand, only 5.6 percent of those who want to reenlist as
on-production recruiters and only 4 percent of those who want to reenlist in
another USAREC assignment feel they do below average. The same row percentages
for those with below average performance is 28.7 for those who want to return
to their prior MOS and 42.4 percent for those who are willing to accept "any
assignment outside USAREC".

SUMMARY. Most of the potential recruiters' knowledge about recruiting
duties is acquired from NCO colleagues who have had experience as a recruiter.
Those who provide this knowledge have mostly disliked being recruiters, and
one-third of them characterize their performance as below average.

The subsequent table on page 126 crosstabulates question 8 with
whether or not they would recommend a recruiting assignment to their friends.

124

Q8   WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN?   Br
Q9   CHARACTERIZE YOUR PERFORMANCE AS RECRUIT

* *

	Q9					
COUNT I						
ROW PCT IEXCELLEN	ABOVE A	AVERAGE	BELOW A	POOR		ROW
COL PCT IT	VERAGE		VERAGE			TOTAL
TOT PCT I	1.I	2.I	3.I	4.I	5.I	

Q8		EXCELLENT 1.	ABOVE AVERAGE 2.	AVERAGE 3.	BELOW AVERAGE 4.	POOR 5.	ROW TOTAL
1. REENL AS ONPROD		37	40	24	6	0	107
		34.6	37.4	22.4	5.6	0	11.1
		18.0	12.5	9.1	4.7	0	
		3.8	4.1	2.5	.6	0	
2. REENL IN USAREC		78	87	51	8	1	225
		34.7	38.7	22.7	3.6	.4	23.3
		37.9	27.3	19.4	6.2	2.1	
		8.1	9.0	5.3	.8	.1	
3. REENLISTMENT NCO		28	37	36	11	2	114
		24.6	32.5	31.6	9.6	1.8	11.8
		13.6	11.6	13.7	8.5	4.2	
		2.9	3.8	3.7	1.1	.2	
4. IN PRIOR MOS		17	82	95	58	20	272
		6.3	30.1	34.9	21.3	7.4	28.2
		8.3	25.7	36.1	45.0	41.7	
		1.8	8.5	9.8	6.0	2.1	
5. ANY ASSM OUTS AR		7	28	30	31	17	113
		6.2	24.8	26.5	27.4	15.0	11.7
		3.4	8.8	11.4	24.0	35.4	
		.7	2.9	3.1	3.2	1.8	
6. RESIGN		9	13	9	4	8	43
		20.9	30.2	20.9	9.3	18.6	4.5
		4.4	4.1	3.4	3.1	16.7	
		.9	1.3	.9	.4	.8	
7. NO PREF		30	32	18	11	0	91
		33.0	35.2	19.8	12.1	0	9.4
		14.6	10.0	6.8	8.5	0	
		3.1	3.3	1.9	1.1	0	
COLUMN		206	319	263	129	48	965
TOTAL		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 208.98202 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER'S V = .23268
CONTINGENCY COEFFICIENT = .42191

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* * * * * * * * *  C R O S S T A B U L A T I O N   O F  * * * * * * * * * *

    Q8          WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN?      B↑
    Q11         WOULD YOU RECOMMEND A RECRUITING ASSIGN?


* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *


                     Q11
              COUNT  I
              ROW PCT IYES        NO         DON'T        ROW
              COL PCT I                      KNOW         TOTAL
              TOT PCT I      1.I        2.I        3.I
    Q8        --------I--------I--------I--------I
              1.   I      81 I     11 I     15 I     107
    REENL AS ONPROD I  75.7 I   10.3 I   14.0 I    11.1
                    I  21.0 I    2.5 I   10.8 I
                    I   8.4 I    1.1 I    1.6 I
              -I--------I--------I--------I
              2.   I     146 I     41 I     38 I     225
    REENL IN USAREC I  64.9 I   18.2 I   16.9 I    23.3
                    I  37.8 I    9.3 I   27.3 I
                    I  15.1 I    4.2 I    3.9 I
              -I--------I--------I--------I
              3.   I      45 I     54 I     15 I     114
    REENLISTMENT NCO I 39.5 I   47.4 I   13.2 I    11.8
                    I  11.7 I   12.3 I   10.8 I
                    I   4.7 I    5.6 I    1.6 I
              -I--------I--------I--------I
              4.   I      37 I    192 I     43 I     272
    IN PRIOR MOS    I  13.6 I   70.6 I   15.8 I    28.2
                    I   9.6 I   43.6 I   30.9 I
                    I   3.8 I   19.9 I    4.5 I
              -I--------I--------I--------I
              5.   I      10 I     94 I      9 I     113
    ANY ASSM OUTS AR I  8.8 I   83.2 I    8.0 I    11.7
                    I   2.6 I   21.4 I    6.5 I
                    I   1.0 I    9.7 I     .9 I
              -I--------I--------I--------I
              6.   I       8 I     31 I      4 I      43
    RESIGN          I  18.6 I   72.1 I    9.3 I     4.5
                    I   2.1 I    7.0 I    2.9 I
                    I    .8 I    3.2 I     .4 I
              -I--------I--------I--------I
              7.   I      59 I     17 I     15 I      91
    NO PREF         I  64.8 I   18.7 I   16.5 I     9.4
                    I  15.3 I    3.9 I   10.8 I
                    I   6.1 I    1.8 I    1.6 I
              -I--------I--------I--------I
              COLUMN     386      440      139      965
              TOTAL     40.0     45.6     14.4    100.0

RAW CHI SQUARE = 328.14987 WITH 12 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V =  .41234
CONTINGENCY COEFFICIENT =  .50375
```

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The table on the previous page could be used as another classic example of a very strong and cohesive relationship. It has an extremely high chi-square value and the value 0 for significance. Cramer's V is also very high. Thus, this table shows with a 100 percent probability that there is a very strong relationship between their preference for their next assignment and whether or not they would recommend a recruiting assignment to their friends.

The table shows that 75.7 percent of those who will reenlist as on production recruiters and 59.9 percent of those who will reenlist in another USAREC position would recommend a recruiting assignment to a friend. Only a few of them would recommend against it (10.3 and 13.2 percent respectively).

Those who return to units in the Army, however, show the opposite attitude. Some 79.6 percent of those who will return to their prior MOS and 83.2 percent of those who will return to "any assignment outside USAREC" state that they would not recommend a recruiting assignment. Only 11.6 and 8.8 percent respectively say that they would recommend it.

SUMMARY. Extremely few of the recruiters who return to units in the Army would recommend a recruiting assignment to their friends.

Hypothesis 11: THERE IS RARELY ANY PERSONAL COMMUNICATION

BETWEEN THE POTENTIAL RECRUITER AND

MILPERCEN/DA PRIOR TO THE ASSIGNMENT.

This hypothesis was established to encompass the formal information

flow, not necessarily only from DA but also through the established chain

of command.

Central in testing this hypothesis was question 11: "How were you

informed about the selection?". The answers had the following distribution
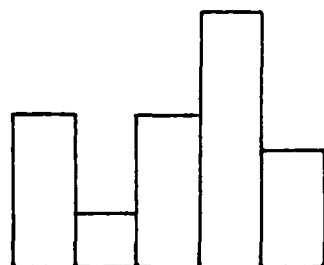
(as seen on page 53):

11. How were you informed   21.8 % Personally by my commander
    about the selection?

                              7.4 % Personally (telephone) by MILPERCEN

                              20.8 % By receipt of the survey package

                              34.0 % In a written order

                              16.0 % Other, specify:.............

The answers represent distinct alternatives and have to be separately

addressed and evaluated.

I have earlier used this profile table on page 107 in order to test

hypothesis number 7 where I used the first two answers as describing some

sort of impersonal information about the selection. I will here focus on the

perception of those who were personally told about the selection by MILPERCEN

and comment on those who were told by their commanders.

I have, in hypothesis number 6 (page 103 - 107) presented the very

strong relationship between the recruiters' participation in the selection

process and how they feel about being selected. I have therefore, on the

next page, put question 21 up against question 22: "What was your partici-

pation in the selection process?".

* * * * * * * * * C R O S S T A B U L A T I O N   O F   * * * * * * * * *

Q21   HOW WERE YOU INFORMED ABOUT SELECTION?   BY
Q22   DID YOU PARTICIPATE IN SELECTION PROCESS?

* *

	Q22					
COUNT ROW PCT COL PCT TOT PCT	HIGH. COULD CH 1.	SOME. COULD RE 2.	SOME,BUT NO INFL 3.	SCARCE, ORD TRY 4.	NONE, I WAS ORDE 5.	ROW TOTAL
Q21						
1. PERSONAL BY CDR	83 40.9 26.0 8.6	38 18.7 27.9 3.9	25 12.3 17.7 2.6	13 6.4 15.5 1.3	44 21.7 15.4 4.6	203 21.0
2. PERSONAL BY MILP	37 52.1 11.6 3.8	10 14.1 7.4 1.0	7 9.9 5.0 .7	3 4.2 3.6 .3	14 19.7 4.9 1.5	71 7.4
3. RECEIPT OF SURVP	32 15.9 10.0 3.3	17 8.5 12.5 1.8	47 23.4 33.3 4.9	48 23.9 57.1 5.0	57 28.4 20.0 5.9	201 20.8
4. WRITTEN ORDER	85 25.3 26.6 8.8	39 11.6 28.7 4.0	49 14.6 34.8 5.1	18 5.4 21.4 1.9	145 43.2 50.9 15.0	336 34.8
5. OTHER	82 53.2 25.7 8.5	32 20.8 23.5 3.3	13 8.4 9.2 1.3	2 1.3 2.4 .2	25 16.2 8.8 2.6	154 16.0
COLUMN TOTAL	319 33.1	136 14.1	141 14.6	84 8.7	285 29.5	965 100.0

RAW CHI SQUARE = 191.99362 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0

CRAMER"S V = .22302
CONTINGENCY COEFFICIENT = .40736

The last table presented in this survey might also be used as an example of a very strong relationship. The table has an extremely high chi-square value and an extremely low value for significance. The contingency coefficient is high and verifies the very strong relationship between how

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the recruiters were informed and how they felt about their participation in the selection process.

When looking at the second row in the table on page 129 it is seen that only 7.4 percent were personally informed by MILPERCEN. Those who were, however, show a far higher level of participation, only 19.7 percent felt they were strictly ordered whereas 66.2 percent felt some sort of influential participation, than those who, for instance, received their information through a written order.

Again, when referring to hypothesis number 6 and the table on page 108, there can be no doubt that this personal approach qualitatively far outranks the impersonal information.

An identical presentation can be made concerning those who were personally told about the selection by their commanders. It is a fact that this further reduces the percentage of those who dislike being recruiters (see page 108).

SUMMARY. There is rarely any personal communication between the potential recruiter and MILPERCEN/DA prior to the assignment. Those few who were contacted, however, show a far higher level of participation and a more positive feeling about being selected than those who were impersonally informed.

Those who were told by their commanders show a similar high level of participation and the result is a reduced number of dissatisfied recruiters.

CONCLUSIONS

There is rarely any knowledge about recruiting duties among those selected for recruiting before assignment to USAREC.

The probability of doing better than average as a recruiter is 1.5 times greater for those who, before being assigned, are provided a thorough or positive knowledge as compared to those who know nothing or are given negative information. On the other hand, the probability of doing below average is 5.5 times greater for those who know nothing or are given negative information.

A demonstrated characteristic of those who volunteer for recruiting duty is that they have a more thorough and positive knowledge of recruiting than those who are DA selected. The DA selection process provides mostly uninformed or negatively informed recruiters.

Those who have been given some knowledge of recruiting before being selected also experience a higher degree of participation in the selection process, while those without prior knowledge experience an extremely low level of participation.

A positive and realistic presentation of recruiting duties attracts recruiters motivated by the job challenge, while less informed recruiters are more motivated by incentives or by avoiding other jobs.

Almost half of those who either dislike or are ambivalent to a recruiting assignment have received absolutely no previous information about recruiting duties before being selected (drafted).

Those who are given a realistic, positive or thorough knowledge about recruiting duties before being selected, later rank a recruiting assignment far higher than those who know nothing or are given a negative presentation.

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The existina local influence or opinion which exist amona Army units appears more discouraaina than encouraaina.

The lack of previous information about recruitina duties is one of the major reasons why many recruiters dislike. or feel ambivalence to. beina selected for a recruitina assianment. Positive and realistically presented information reduces this neaative attitude to a larae dearee.

Recruiters who neither volunteer nor like their recruitina assianment have a far lower performance than those who either volunteer or like beina selected.

Those who are initially motivated toward recruitina later feel far better about beina recruiters than those who are neaative or ambivalent to the selection. The initial neaativism seems. to a larae dearee, to be maintained throuahout their assianment to recruitina.

A larae maioritv of those who initially are neaative toward beina selected as recruiters will later not recommend a recruitina assianment to one of their friends. while most of those who are initially positive will.

There is no sianificant difference in satisfaction with the military as a way of life between those who were initially neaative to the recruitina assianment and those who were positive to it.

A hiah proportion of selected recruiters are not aiven any information at all about recruitina duties before beina assianed to recruitina command.

Local influence is provided to selected recruiters laraely by other NCO colleaaues and is neaativelv influencina. Information aiven by officers in their units or by USAREC travelina teams is positively considered but evidently poorly oraanized.

A larae maiority of selected recruiters who are neaative to the assianment do express their feelinas to their superiors.

Recent recruiters like being recruiters less than those who were
selected before the Army changed its selection process from volunteers to the
current process based on screening records and "drafting".

Recent recruiters like being recruiters less than those who previously
volunteered for this duty.

A large majority of those who initially volunteered for recruiting
duty later proved to like their recruiting assignment. Almost half of those
who were "drafted" into recruiting later turned out to dislike being
recruiters.

The Army appears to have a demand for some 1000 recruiters per year.
Even today, when almost all recruiters are screened and drafted, some 1% per-
cent feel that they volunteered.

Those who volunteer for recruiting have a much higher performance
than those who are drafted. More than twice as many volunteers state they do
excellent, while more than 14 times as many "draftees" feel they do poorly.

There is no relationship between how recruiters are selected and how
they performed in their previous jobs. The significant difference in their
present performance must, for this reason, be found within their present
recruiting job situation.

When recruiters feel a significant drop in their current performance
compared to their performance in their last job, a consequent drop is found in
their level of satisfaction about being recruiters.

There is a strong relationship between job performance and the level
of satisfaction both in the recruiters' previous job situations and in their
present job as recruiters. The level of satisfaction increases proportionally
with the level of proficient performance.

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There is a relationship between previous job performance and performance as recruiters. This relationship justifies some sort of a screening process for past performance when selecting recruiters.

There is no relationship between how recruiters performed in their previous jobs and how they presently feel about being recruiters. For this reason, some additional way of gathering personal information is necessary to complement the impersonal screening process.

There is a very strong relationship between recruiters participation in the selection process and how they feel about being selected. Almost everyone who enjoyed a high degree of participation liked being selected very much; whereas, half of those who were ordered and two-third of those who felt scarce influence in the process disliked being selected either somewhat or very much.

As a result, those who have a high level of participation in the selection process later feel better about being recruiters than those who experience a low level of participation.

There is a strong relationship between how recruiters are informed about their selection to recruiting command and how they feel about being selected. Those who are personally told about their selection are twice as positive as those who receive impersonal information through a letter or an order. Those who were informed impersonally seem to dislike the selection "very much" about four times as often as those who are personally told.

It is especially important to personally inform those who have not actively participated in the selection process about their selection to a recruiting assignment.

Recruiters feel less satisfaction in their job as recruiters than what they felt in their last job. This feeling is independent of whether or

not they previously felt satisfied with the military as a way of life.

Almost all of those who like being recruiters want a future assign-
ment within recruiting. Those who dislike being recruiters, on the other
hand, want to return to their prior MOS or to other assignments outside of
USAREC. This means that the local, "first hand" information about recruiting
will be provided by NCOs who felt dissatisfied in their job as recruiters.

Less than half of the recruiters will recommend a recruiting assign-
ment to their friends. Those recruiters who feel dissatisfied will absolutely
not recommend it, whereas most of those who like being a recruiter will.

Most of those recruiters who positively participated in the selection
process will later recommend a recruiting assignment to their friends, while
those who experienced little or no influential participation will not.

Most of the newly selected recruiters' knowledge about recruiting
duties is acquired from NCO colleagues who have experience as a recruiter.
Those NCO colleagues who provide this knowledge have mostly disliked being
recruiters, and one-third of them characterize their recruiting performance
as below average. Few recruiters who return to units in the Army will
recommend a recruiting assignment to their friends.

There is rarely any deliberate communication between the newly selected
recruiter and MILPERCEN/DA prior to the recruiting assignment. Those few newly
selected recruiters who were contacted, however, show a far higher level of
participation and a more positive feeling about being selected than those who
were impersonally informed.

Those newly selected recruiters who were told about their assignment
by their commanders show a similar high level of participation and the result
is a reduced number of dissatisfied recruiters.

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Summary

This study presented initially the current recruitment situation and descibed factors which indicate increased future competition in the recruitment arena.

The study then demonstrated the importance of personal communications and the necessity of selecting recruiters with the right personal characteristics for successful recruiting. Most of these characteristics, which have to be personally observed and evaluated, were closely linked to the recruiter's attitudes and emotional well-being.

The present selection process of screening and selecting recruiters based on their performance is a valid approach. However, a significant improvement could be made in recruiter selection if this impersonal process was complemented by the presentation of personal information (i.e., positive and realistic information about a recruiting assignment which is personally presented to the newly selected recruiter) by the chain of command.

Similarly, it seems imperative to counter the ongoing and mainly negative flow of information about recruiting duties that exist in Army units. In this regard, a significant improvement could be made if the selection process also incorporated the potential recruiter (i.e., in conjunction with the above, make the newly selected recruiter an active participant in the process of selection).

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APPENDIX

RECRUITER SURVEY   Date:
                                                    1 Dec 1985

My name is Petter Wendelborg. I am a major in the Norwegian Army and a student
this year at the U.S. Army Command and General Staff College. As a part of my
studies I am conducting research on U.S. Army recruiting. This mail survey is an
essential part of my research.

I chose the recruiting area because of personal interest and the fact that similar
structures and techniques easily might be adopted in my country.
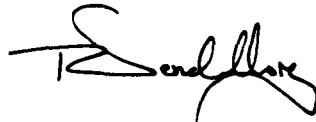
The survey consists of 25 questions and should not require too long a time to
complete. It is divided into three parts. Initially you are asked to answer 12
questions related to your present situation, then you are asked to put yourself
into a position prior to your assignment to USAREC and answer six questions, and
finally to answer seven questions which are related specifically to the process
by which you were selected as a recruiter.

The data collected will be handled in strict confidence and used for statistical
purposes only. To assure your full anonymity use the attached preaddressed,
postage paid envelope.
Return your completed survey no later than 15 Jan 1986.

Please do not consult others who might have received the same survey. It is of
vital importance that especially opinions and individual perceptions are brought
forward unaffected by others.

Thank you for your interest and cooperation.

86-1450

1. What is your primary duty position?

   ☐ Recruiter (Regular Army)
   ☐ Recruiter (USAR)
   ☐ Other, specify:......

2. What is your grade?

   ☐ E 5   ☐ E 6   ☐ E 7   ☐ E 8   ☐ GS 7   ☐ Other, specify:......

3. How long have you been assigned to USAREC?

   ☐ Less than 6 months   ☐ 13 - 18 months   ☐ 25 - 30 months   ☐ 37 - 42 months
   ☐ 6 - 12 months   ☐ 19 - 24 months   ☐ 31 - 36 months   ☐ 43 - 48 months
                                                                  ☐ More than 4 years

4. What is your age?

   ☐ Less than 24 years   ☐ 28 - 29 years   ☐ 34 - 35 years   ☐ 40 - 41 years
   ☐ 24 - 25   years   ☐ 30 - 31 years   ☐ 36 - 37 years   ☐ 42 - 43 years
   ☐ 26 - 27   years   ☐ 32 - 33 years   ☐ 38 - 39 years   ☐ Older than 44

5. How many presentations have you participated in or made in high schools?

   ☐ None   ☐ 5 - 10   ☐ 16 - 20   ☐ 26 - 30
   ☐ Less than 5 ☐ 11 - 15   ☐ 21 - 25   ☐ More than 30

6. How many presentations have you participated in or made in colleges?

   ☐ None   ☐ 5 - 10   ☐ 16 - 20   ☐ 26 - 30
   ☐ Less than 5 ☐ 11 - 15   ☐ 21 - 25   ☐ More than 30

7. How comfortable do you feel during presentations or orientations in

   a. high schools?   b. colleges?   c. your office?

   ☐ Very comfortable   ☐ Very comfortable   ☐ Very comfortable
   ☐ Comfortable   ☐ Comfortable   ☐ Comfortable
   ☐ Neither comf nor uncomf   ☐ Neither comf nor uncomf   ☐ Neither comf nor uncomf
   ☐ Uncomfortable   ☐ Uncomfortable   ☐ Uncomfortable
   ☐ Very uncomfortable   ☐ Very uncomfortable   ☐ Very uncomfortable
   ☐ Have not been there   ☐ Have not been there   ☐ Have not interviewd

8. What is your preference for your next or subsequent assignment/enlistment?

   ☐ Reenlist as an On-Production Recruiter
   ☐ Reenlist in USAREC, but not as an On-Production Recruiter
   ☐ Reenlistment NCO
   ☐ MOS I held before recruiting duty
   ☐ Any assignment outside USAREC
   ☐ Resign from the Army
   ☐ No preference

9. All in all, characterize your performance as a recruiter.

   ☐ Excellent (make my mission box without any problems)
   ☐ Above average (make my mission box but with some problems)
   ☐ Average (normally make my mission box)
   ☐ Below average (have some problems with making my mission box)
   ☐ Poor (have great difficulties with making my mission box)

10. How do you feel about being a recruiter?

☐ I like it very much
☐ I like it somewhat
☐ I have no special feelings
☐ I dislike it somewhat
☐ I dislike it very much

11. Would you recommend a recruiting assignment to one of your good friends?

☐ Yes
☐ No
☐ Don't know

12. Where would you rank recruiting as to preference of duty assignment?

☐ First
☐ Second
☐ Third
☐ Not desired

TRY TO REMEMBER HOW YOU FELT PRIOR TO KNOWING OF YOUR ASSIGNMENT TO USAREC, AND ANSWER THE FOLLOWING QUESTIONS.

13. What was your last assignment before being assigned to USAREC?

☐ Platoon sergeant
☐ NCO in TOE platoon/company (equivalent)
☐ Administrative/staff duty
☐ Instructor
☐ Other,specify:.......

14. Characterize your job performance in your last job

☐ Excellent
☐ Above average
☐ Average
☐ Below average
☐ Poor

15. All things considered, how satisfied or dissatisfied were you with the military as a way of life during your last job?

☐ Very satisfied
☐ Satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Very dissatisfied

16. What post high school education did you have?

☐ No post high school
☐ Civilian trade school
☐ Two years of college or less
☐ Associate college degree or more than 2 years of college with no degree
☐ College (Baccalaureate)
☐ Post college (Masters or Doctorate)

17. What did you know about recruiting duties before your assignment to USAREC?

☐ I had a thorough knowledge
☐ Some, and positively discussed
☐ Some, and realistically presented
☐ Some, but negatively discussed
☐ Absolutely nothing

18. Who, if anyone, provided you with this knowledge?

☐ Commanding officers
☐ Other officers in my unit
☐ Outsiders (traveling teams, recruiters etc)
☐ NCO colleagues who had experience as recruiters
☐ Other NCO colleagues
☐ None

TRY TO REMEMBER HOW YOU FELT JUST PRIOR TO OR DURING THE SELECTION PROCESS AS YOU WERE ABOUT TO BE ASSIGNED TO USAREC.

19. Do you know whether or not you were recommended to the selection board?

   ☐ Yes, by my battalion commander
   ☐ Yes, by my company commander
   ☐ Yes, by USAREC personnel (recruiters, selection teams etc.)
   ☐ Yes, by others, specify:...............
   ☐ No, I don't know
   ☐ No, I was not recommended by anyone

20. How were you selected?

   ☐ DA selection
   ☐ Volunteered
   ☐ Other, specify:..............

21. How were you informed about the selection?

   ☐ Personally by my commander
   ☐ Personally (telephone) by MILPERCEN
   ☐ By receipt of the surveypackage
   ☐ In a written order
   ☐ Other, specify:............

22. What was your participation in the selection process?

   ☐ High, and I was given full freedom to choose
   ☐ Some, and I could have refused
   ☐ Some, but I did not feel that I had any influence
   ☐ Scarce, I was ordered to at least try
   ☐ None, I was strictly ordered

23. What were your feelings about being selected?

   ☐ I liked it very much
   ☐ I liked it somewhat
   ☐ I had no special feelings about it
   ☐ I disliked it somewhat
   ☐ I disliked it very much

24. Did you express your reactions/feelings to your superiors?

   ☐ Yes
   ☐ No

25. If you volunteered or liked the assignment, what was your prime motivation?

   ☐ The job challenge
   ☐ Better promotion possibilities
   ☐ Incentive pay
   ☐ Avoid other jobs/tour overseas
   ☐ Dislike for present assignment
   ☐ Others, specify:...........................

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